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ABSTRACT

The formulation of combat job requirements for general and unit staff Army personnel at division, brigade, and batallion levels was undertaken. Training literature pertaining to the duties and responsibilities of command and staff personnel was examined. On the basis of the information obtained from this study, staff job questionnaires were prepared and administered. Provisional task inventories were prepared for the command and staff positions at general and unit levels. The results of this undertaking were lists of job requirements that form a realistic statement of combat duties and responsibilities for each staff position. (Author/CK)

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Combat Job Requirements for Principal Staff Personnel: Division, Brigade, and Battalion

by

Robert A. Baker

HumRRO Division No. 2

port 70-23

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HumRRO

HUMAN RESOURCES RESEARCH ORGANIZATION

December 1970

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HumRRO Division No. 2
Fort Knox, Kentucky

HUMAN RESOURCES RESEARCH ORGANIZATION

Technical Report 70-23
Work Unit SIMULATE
Sub-Unit II

The Human Resources Research Organization (HumRRO) is a nonprofit corporation established in 1969 to conduct research in the field of training and education. It is a continuation of The George Washington University Human Resources Research Office. HumRRO's general purpose is to improve human performance, particularly in organizational settings, through behavioral and social science research, development, and consultation. HumRRO's mission in work performed under contract with the Department of the Army is to conduct research in the fields of training, motivation, and leadership.

The findings in this report are not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

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FOREWORD

HumRRO's Work Unit SIMULATE resulted from a research requirement originated by the Office of the Chief of Research and Development, Department of the Army. This Work Unit had the objective of developing improved techniques of combat simulation for training high priority Army skills.

As a first step on Work Unit SIMULATE, a survey of Army staff training procedures was conducted, and a consulting report on the survey was prepared in 1969. That survey indicated there was little relationship between officers' combat and garrison duties. In further research under SIMULATE I, the type and status of simulation methods used in Army training were reviewed.

Under SIMULATE II, the information shown to be needed in the training procedures survey was developed in order to specify more precisely the skills and knowledges required of the staff officer in combat in order to provide a basis for later work in the SIMULATE research program—developing simulation techniques for application in officer training. The developmental work, however, was discontinued because of heavy requirements for personnel and hardware support. Since there have been continuing requests for the information on skill and knowledge requirements collected in SIMULATE II, the findings have been updated and are published in this report.

Preparation for the SIMULATE II survey in the form of reviewing existing Army publications and other literature was begun in FY 1966. The field survey, and addition of new materials on the basis of that survey, were accomplished in FY 1967. Review by the U.S. Army Command and General Staff College, the U.S. Army Infantry School, and the U.S. Army Armor School was conducted during FY 1967, and modification to assure adherence to doctrine and practice was accomplished in FY 1968 and FY 1969.

In FY 1970, in preparation for publication, the skills and knowledges materials were reviewed for updating by the Command and General Staff College, the Armor School, and Seventh U.S. Army.

In addition, the list of requirements was also reviewed, in 1970, by U.S. Continental Army Command (CONARC). Based on comments of these reviewers a number of changes were made in the statements of duties and responsibilities. While these comments were probably based largely on available manuals and doctrine and thus were from a somewhat different perspective than the survey itself, it is felt that these modifications do not make any substantial change in the results of the survey.

Work Unit SIMULATE was assigned to HumRRO Division No. 2, Fort Knox, Kentucky, while Dr. Norman Willard, Jr. was Director of the Division; the present Director is Dr. Donald F. Haggard. LTC William Q. Harty was Chief of the U.S. Army Armor Human Research Unit when the main portion of the research was conducted. LTC John A. Hutchins, Jr. and LTC Joseph A. DeAngelis were the Unit Chiefs during the pre-publication review and modification.

HumRRO research for the Department of the Army is conducted under contract DAHC 19-70-C-0012. Training, Motivation, Leadership research is conducted under Army Project 2Q062107A712.

Meredith P. Crawford
President
Human Resources Research Organization

SUMMARY AND CONCLUSIONS

MILITARY PROBLEM

Few Army units in the field have sufficient terrain, range area, or funds for the full accomplishment of their combat training missions. As a result, the Army has sponsored the research and development of a number of training devices and procedures for the simulation of combat. Among these techniques are indoor miniature battlefields, weapon simulators, decision games, and computerized command post exercises (CPXs). Although these approaches are effective, experienced field commanders and staff personnel requested that HumRRO undertake research to find ways of overcoming the existing limitations of training.

HumRRO research included interviewing experienced command and staff personnel. The interviews indicated the need for more realistic combat training exercises at battalion, brigade, and division levels. However, conducting such maneuvers in the field under simulated combat conditions is so expensive that the search for satisfactory but inexpensive substitutes deserves priority consideration.

Among the more promising solutions is the development of realistic CPXs. Subsequent study of this suggestion uncovered the need for an increase in the amount of combat training for officers assigned to general and unit staffs and for a more comprehensive and thorough specification of each staff member's job requirements.

RESEARCH OBJECTIVES

The objective of this research was to formulate the combat job requirements for general and unit staff personnel at division, brigade, and battalion levels. Specification of these requirements in behavioral terms not only would be of value to service schools responsible for formulating staff training objectives and conducting staff training, but would serve as a basis for preparing improved staff training exercises.

METHOD

Training literature pertaining to the duties and responsiblities of command and staff personnel was examined. On the basis of the information obtained, staff job questionnaires were prepared, and were administered in FY 1967 to qualified instructors at the U.S. Army Command and General Staff College and at the U.S. Army Armor and Infantry Schools. Research personnel also attended selected units of instruction at the C&GS College and participated in two staff training exercises.

Provisional task inventories were prepared for the command and staff positions at general and unit levels. These provisional lists were reviewed by selected job incumbents for accuracy of content and adequacy of coverage; the incumbents were command and staff personnel holding each of the relevant job positions at five TOE ROAD divisions—two armor divisions and one infantry, one mechanized infantry, and one airborne division.

On the basis of the comments of the job incumbents, the provisional lists were modified to reflect the consensus, and the modified lists were reviewed in 1970 by a panel of officers at the Armor and Infantry Schools, the Seventh Army, and the C&GS

College to insure conformity to current doctrine and practice, and inclusion of recent operational procedures. In addition, the list of requirements was reviewed by the U.S. Continental Army Command.

RESULTS

The lists of combat job requirements prepared for general and unit staff personnel at division, brigade, and battalion levels consist of the job duties that experienced command and staff personnel and school instructors consider essential. In the resulting criterion lists of job requirements which comprise the appendices, items are grouped under major areas of responsibility, and are described in terms of specific job goals and the information-gathering, control, and physical behaviors required for each area of responsibility.

A comparison of *general staff* requirements with existing job descriptions shows some overlap and duplication. But for *unit staff* jobs the criterion lists are unique, and existing job descriptions for both *general and unit staffs* did not contain comparable listings.

CONCLUSIONS AND IMPLICATIONS

(1) The lists of staff job requirements, based on experienced military opinion expressed in the 1967 survey and in subsequent review, form a realistic statement of combat duties and responsibilities for each staff position. Worded in action terms, these job lists constitute behavior standards for the critical combat activities of general and unit staff members.

(2) It is believed that the lists will be useful as a basis for several types of Army action. Specifically:

(a) An attempt was made to state the duties and tasks in such detail that a knowledgeable instructor would find them useful as lesson outlines in preparing detailed lesson plans.

(b) Similarly, personnel of service schools will find the lists useful in determining training objectives for various school programs of instruction. Relevant procedures are given in CONARC Regulations 350-14 and 350-100-1.[1]

(c) Because the requirements are stated in detail and in action terms, command personnel will find them useful as guidelines in the selection and evaluation of command and staff personnel at division, brigade, and battalion levels.

(d) The detailed lists will serve as a basis for developing improved simulation techniques and procedures such as FTXs, CPXs, maneuvers, and logistical exercises.

(e) The lists will provide a useful basis for research for the purpose of developing a series of experimental staff training exercises for on-job training to improve the combat skills of staff personnel and the readiness posture of uncommitted tactical units.

[1] U.S. Continental Army Command. *Graphic Training Aid Procedures*, CON Reg 350-14, November 1968; *Systems Engineering of Training (Course Design)*, CON Reg 350-100-1, February 1968, Fort Monroe, Va.

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Combat Job Requirements for Principal Staff Personnel: Division, Brigade, and Battalion

DESCRIPTION OF THE RESEARCH

BACKGROUND

Unless committed to a combat area, few of the Army's field units have sufficient terrain, range area, and funds for the full accomplishment of their training missions. For a majority of the units in the Continental United States (CONUS), much of the desired training is limited, and some is impossible. The training area problem is even more serious for some of the armies overseas, particularly the Seventh U.S. Army in Europe and the Eighth U.S. Army in Korea.

As a result of these training limitations, U.S. Continental Army Command (CONARC), U.S. Army Europe (USAREUR), Seventh Army, and OCRD requested that HumRRO undertake research designed to (a) increase the effectiveness of simulation techniques, (b) improve the combat realism of these techniques and devices, and (c) discover new ways of meeting the training requirement.

A detailed study was made of the training problems in USAREUR and the Seventh Army. Then an Army-wide survey of existing training device concepts and simulation and miniaturization techniques was conducted (SIMULATE I), and an analysis of the present Army system for the development and implementation of such procedures was completed.[1]

The results of this study showed that significant improvement in the tactical proficiency of battalions, brigades, and divisions is highly correlated with the experience and training of general and unit staff officers. Moreover, of the financially feasible training and coordinating procedures, one of the most effective is the well prepared and carefully executed command post exercise (CPX). Unfortunately, truly effective CPXs are difficult to construct, time-consuming to prepare and execute, and often deficient in realism. But if well prepared, timely, realistic CPXs were made available, it is highly likely that a substantial reduction could be made in the number and frequency of large-scale maneuvers and costly field training exercises.

Discussion of these findings with experienced commanders and staff personnel at Headquarters USAREUR, Headquarters Seventh Army, and Headquarters CONARC confirmed the need for more effective and realistic combat training exercises for unit and general staff personnel at battalion, brigade, and division levels. A subsequent study of a number of recent CPXs, a review of staff training literature, and an analysis of current staff training procedures[2] also showed the need for a formal determination of detailed combat job requirements for the various positions at the general and unit staff levels.

RESEARCH OBJECTIVE

The objective of this study was to analyze and describe in detail the job requirements for the S1, S2, S3, and S4 staff positions at battalion and brigade levels, and the

[1] The survey was conducted and the analysis made by Robert A. Baker and William L. Warnick.

[2] The survey covered general and unit staff training procedures at division, brigade, and battalion levels. It was compiled by Robert A. Baker and John G. Cooke in March 1969.

G1, G2, G3, G4, and G5 positions at the general staff level. An effort was also made to identify the missions and roles of these staff officers in the ROAD and RODAC-70 divisions, and the primary job duties of the commander.

Since the combat effectiveness of the staff greatly depends on the ability of individual staff members to work as a team, an effort was made to identify and describe the areas in which cooperation and coordination between staff members and other members of the command are required. Such information was considered potentially valuable in a number of ways:

(1) It would furnish improved criteria for the evaluation of present and future officer training programs and for the determination of the qualifications, abilities, and performances of command and staff personnel.

(2) It would enable school and command personnel to improve curricula by bringing staff training into closer harmony with combat requirements.

(3) It would provide a basis for the development of improved simulation techniques and procedures, and for additional research aimed at improving the combat effectiveness of units and the combat skills of various staff personnel.

RESEARCH PROCEDURE

Developing the Initial Lists

The work began with a series of informal interviews with selected staff officers at the U.S. Army Armor Center and instructors at the U.S. Army Armor School about the combat duties of staff officers at general and unit staff levels. A review of the pertinent literature was then made to determine what duties and responsibilities to include in compiling the lists of requirements for the various staff jobs. The literature included relevant field and technical manuals, training circulars and programs, school publications and lesson plans, field training and command post exercises, as well as combat literature on the experiences of staff officers in World War II and the Korean conflict, and literature about staff procedures and policies in use in Vietnam.[3]

Information from this literature survey was used in preparing a series of questionnaires consisting of open-end questions that were designed to obtain information about each staff position from officers who are now performing these jobs or who have served in these positions in combat.

Using these questionnaires, in 1967 the research team interviewed instructors in the Command and Staff Departments of the Armor School (Fort Knox), the U.S. Army Infantry School (Fort Benning), and the U.S. Army Command and General Staff College (Fort Leavenworth). At the C&GS College, the research team also attended classes in scheduled courses of instruction in general staff duties and procedures, and participated in two formal staff training exercises—JAYHAWK and SESAME.

All the information obtained was integrated, and the following job descriptions consisting of lists of commander and staff duties and responsibilities were assembled:

(1) Unit Commander (Division, Brigade, and Battalion)
(2) Deputy or Assistant Commander, Chief of Staff, and Executive Officer
(3) Assistant Chief of Staff G-1 (Personnel)
(4) Assistant Chief of Staff G-2 (Intelligence)
(5) Assistant Chief of Staff G-3 (Operations)
(6) Assistant Chief of Staff G-4 (Logistics)
(7) Assistant Chief of Staff G-5 (Civil-Military Operations)

[3] List of the major documents consulted is given in the bibliography.

(8) Brigade and Battalion S-1 (Adjutant)
(9) Brigade and Battalion S-2 (Intelligence Officer)
(10) Brigade and Battalion S-3 (Operations Officer)
(11) Brigade and Battalion S-4 (Logistics Officer)

A modified form of the Ammerman procedure was employed in compiling the preliminary lists of job descriptions.[4] The objective of these initial lists was to note all the duties and responsibilities that might be assigned to staff officers during the course of combat.

Obtaining Field Evaluation

When the initial lists of job descriptions had been compiled, the research team visited (May to July 1966) five TOE ROAD divisions stationed in the United States to determine whether the initial requirements did or did not thoroughly describe each of the 11 command and staff positions. Total Army strength at the time of the study included 18 TOE ROAD Divisions, of which two were airborne divisions, four armored divisions, one air assault division, one airmobile cavalry unit, and 10 infantry and mechanized infantry divisions. To represent this population the research team visited the following organizations:

Division	Major Elements	Location
82d Airborne	3 Brigades, 1 Armor Battalion, 9 Airborne Battalions	Fort Bragg, N.C.
1st Armored	3 Brigades, 4 Armor Battalions, 6 Mechanized Infantry Battalions	Fort Hood, Texas
2d Armored	3 Brigades, 5 Armor Battalions, 4 Infantry Battalions	Fort Hood, Texas
4th Infantry	3 Brigades, 2 Armor Battalions, 8 Rifle Battalions, 1 Mechanized Infantry Battalion	Fort Lewis, Wash.
5th Mechanized Infantry	3 Brigades, 2 Armor Battalions, 8 Mechanized Infantry Battalions	Fort Carson, Colo.

Within each unit, the commanders and the incumbent staff officers at the selected levels reviewed their jobs and answered additional inquiries about the job requirements lists. Because of leave, temporary duty, illness, and other conflicts, not all the commanders and staff officers were available for interview. Table 1 shows the distribution of officers interviewed, by organization, organizational level, and job position.

Data from these interviews (i.e., agreements and disagreements over various duties and responsibilities in the job lists) were then collated and inspected, and the lists of job requirements were revised. In the course of revision, none of the items in the tentative lists of requirements were dropped, but a great many items were added to each job at both general and unit levels. The criterion for adding an item was: If a duty or responsibility was mentioned by at least two job incumbents as being, in their opinion, a necessary combat duty or job requirement, it was added to the initial list.

[4] Harry L. Ammerman. *A Model of Junior Officer Jobs for Use in Developing Task Inventories*, HumRRO Technical Report 65-10, November 1965.

When this work was completed, the revised lists of job requirements were submitted in 1970 to the Department of Command at the Command and General Staff College for a technical conference involving a group discussion of the various jobs by instructors, commanders, and officers who had combat experience in a staff assignment. Similar technical conferences were held at the Brigade and Battalion Operations Department of the Infantry School and the Command and Staff Department of the Armor School. These conferences were considered necessary to insure that the job duties and responsibilities fully reflected current doctrine and practice and included recent operational procedures.

Table 1

Distribution of TOE Division Officers Interviewed, by Organization, Organizational Level, and Job Position

Division and Organization	Division						Brigade					Battalion					T
	Coor Deputy	G1	G2	G3	G4	G5	Coor Deputy	S1	S2	S3	S4	Coor Deputy	S1	S2	S3	S4	
82d Airborne	1	1	1	1	1	1											
1st Brigade							1	1		1							
2d Brigade							1	1	1	1	1						
3d Brigade							1		1	1							
10 Battalions												4	3	2	2	2	
1st Amored	1	1	1	1	1												
1st Brigade							1			1	1						
2d Brigade							1		1	1							
3d Brigade							1	1		1	1						
10 Battalions												3	2	1	3	2	
2d Armored	1	1	1	1	1												
1st Brigade							1	1	1	1	1						
2d Brigade							1			1							
3d Brigade							1			1							
9 Battalions												4	4	4	3	3	
4th Infantry	1	1	1	1	1	1[a]											
1st Brigade							1	1		1							
2d Brigade							1		1		1						
3d Brigade							1	1	1	1	1						
11 Battalions												6	3	3	5	4	
5th Mechanized Infantry	1	1	1	1	1												
1st Brigade							1	1	1	1	1						
2d Brigade							1	1		1							
3d Brigade							1	1		1							
10 Battalions												5	2	3	4	3	
Totals	5	5	5	5	5	2	15	9	7	14	7	22	14	13	17	14	

[a]Former G5. Because of garrison status only the 82d Airborne, a STRIKE unit on alert, maintained a regular Civil Affairs Office

In addition, the list of requirements was reviewed by U.S. Continental Army Command (CONARC). Based on comments of these reviewers a number of changes were made in the statements of duties and responsibilities. While these comments were probably based largely on available manuals and doctrine and thus were from a somewhat different perspective than the survey itself, it is felt that these modifications do not make any substantial change in the results of the survey.

CRITERION LISTS OF JOB REQUIREMENTS

The final criterion lists of the job duties and responsibilities for the commanders and staff members at the general and unit staff levels were compiled through the procedures of formulation and review described in the preceding sections.

These materials, which comprise the appendices, are organized as a list of major staff responsibilities and functions for each position, and under each responsibility and function the specific job duties and tasks are stated in action terms (in the active verb form, e.g., "prepares," "completes," "writes," "issues orders").

The revised lists of staff job requirements, based as they are on the opinion of experienced Army officers, are believed to form a comprehensive, detailed, realistic statement of combat duties and responsibilities for each staff position at general and unit levels.

It is expected that the lists will be useful as a basis for the following specific types of Army action:

(1) The job requirements constitute a criterion on which to base training objectives and training content for programs of instruction in advanced officer courses in the Armor, Infantry, and other branch schools. The lists also constitute a partial basis for specifying training objectives for various units of instruction. (Relevant procedures are set forth in CONARC Regulations 350-14 and 350-100-1).[5]

(2) The lists are available for use by unit commanders in selecting and evaluating staff personnel and subordinate commanders at division, brigade, and battalion levels. In garrison the lists may be used as guidelines for conducting on-job training for combat.

(3) The detailed duty statements constitute a basis for developing improved simulation techniques and procedures (e.g., field training exercises, command post exercises, field maneuvers, logistical exercises, and computerized war games).

(4) The lists are potentially useful as a basis for research for the purpose of developing a series of experimental on-job staff training exercises by which to improve the combat skills of staff officers and the overall readiness posture and combat effectiveness of uncommitted tactical units.

[5] U.S. Continental Army Command. *Graphic Training Aid Procedures*, CON Reg 350-14, November 1968; *Systems Engineering of Training (Course Design)*, CON Reg 350-100-1, February 1968, Fort Monroe, Va.

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Appendix A

COMBAT JOB REQUIREMENTS FOR COMMAND AND STAFF PERSONNEL AT THE GENERAL STAFF LEVEL

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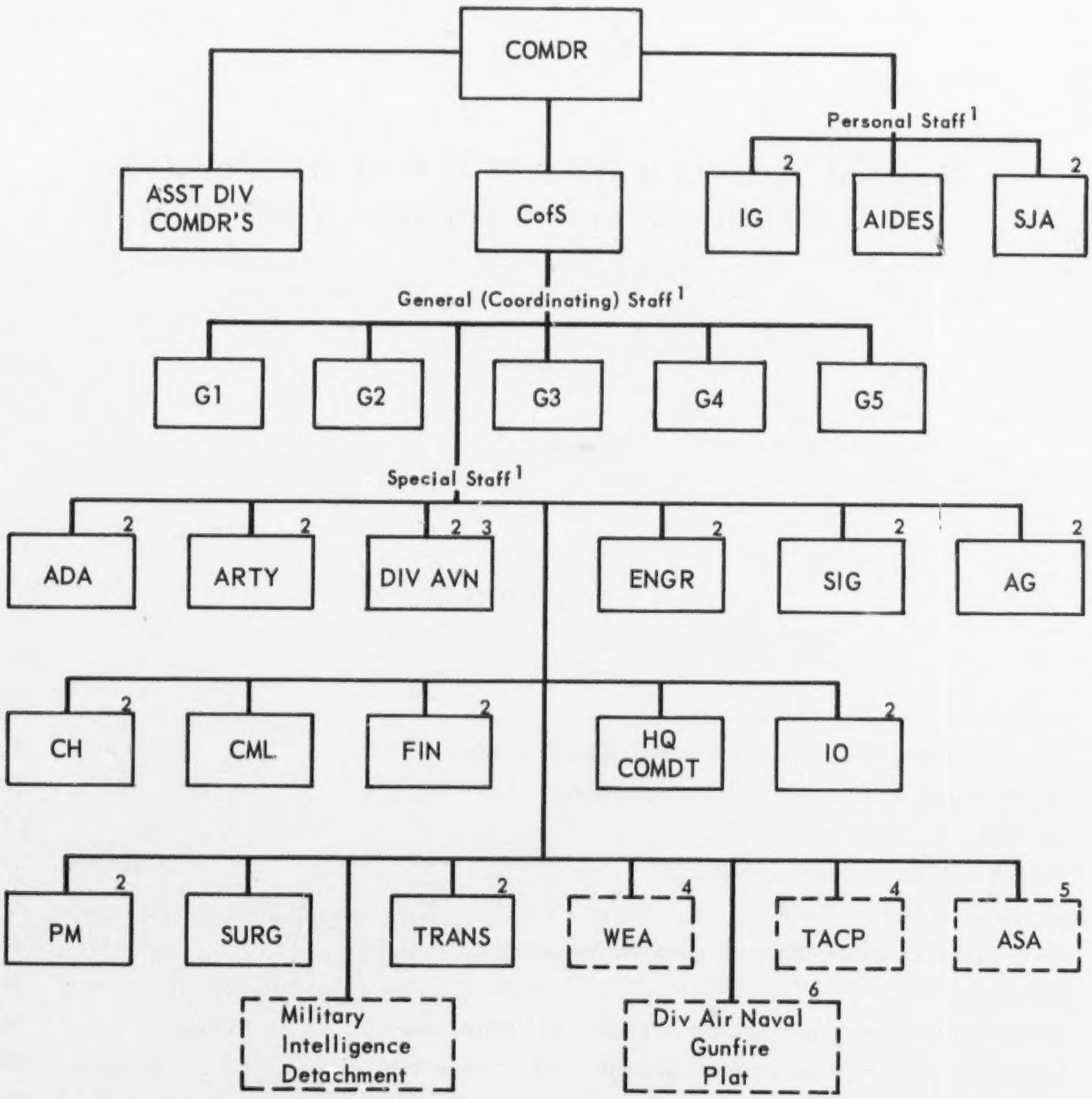
ORGANIZATION CHART, DIVISION STAFF



1 Support command commander furnished the staff information on logistical operations.

2 Personnel are furnished from units other than division headquarters and headquarters company.

3 Division aviation section in armored and mechanized divisions is organic to the division headquarters and headquarters company.

4 Personnel furnished by Air Force.

5 Personnel furnished by Army Security Agency division support company.

6 Personnel furnished by Fleet Marine Force air/naval gunfire liaison company when naval gunfire and naval (marine) air are supporting the division.

LEGEND

Indicates normal attachment.

Figure A-1

MISSIONS AND ROLES OF THE DIVISIONS[1]

I. Mission of All Divisions

To destroy, defeat, or capture enemy military forces and to secure or dominate key land areas and their populations and resources.

II. Roles of All Divisions

In addition to its primary combat mission, the division can be employed in a variety of stability operation roles. These include advisory assistance, truce enforcement, peace-keeping missions, and other related military operations designed to maintain, restore, or establish a climate of order within which responsible government can function effectively.

The division can also accomplish the following tasks:

A. Show of force.
B. International police action.
C. Airborne or airmobile raids.
D. Legal occupation.
E. Restoration of order.
F. Protection of personnel and property.
G. Assist civil defense efforts.
H. Reconnaissance in force.
I. Riot control.

III. General Characteristics

Since the number of maneuver battalions of the airborne and airmobile divisions is fixed, their capabilities and limitations remain relatively constant. The armored, infantry, and mechanized divisions' capabilities and limitations vary since their organization, strength, and equipment are based on contemplated mission and the operational environment. The lists of capabilities and limitations that follow aid in determining the mission which a specific division can perform and the conditions under which the various divisions can be employed.

All divisions with forces assigned can—

A. Conduct ground combat operations, to include airmobile operations, in a nuclear and a nonnuclear environment.
B. Organize for combat to suit the mission and the terrain in which they will fight.
C. Control and administer up to 15 maneuver battalions.
D. Control enemy populations.
E. Restore order.
F. Participate in joint airborne operations.
G. Operate as a part of a joint amphibious force.
H. Conduct patrol operations.
I. Provide limited organic air defense.
J. Conduct stability operations.
K. Conduct deception operations.

IV. Capabilities and Limitations of the Airborne Division

A. The airborne division provides the capability to—
   1. Conduct airborne operations alone or as a part of a joint force.
   2. Conduct operations deep in the enemy's rear employing vertical envelopment operations.

[1] Abstracted from FM 61-100.

3. Conduct sustained combat operations when augmented by necessary combat, combat support, and combat service support units.
4. Deploy rapidly by air.
5. Conduct airmobile operations.
6. Exploit success, to include the effects of nuclear, biological, chemical, and conventional fires.
7. Conduct riverine operations.

B. The airborne division has the following limitations:
1. Requirement for large initial and continuing Air Force support when employed in an airborne role.
2. Limited ground vehicular mobility.
3. Less protection than other divisions against nuclear, biological, chemical, and conventional fires.
4. Limited defense and protection against armor.
5. Sensitivity to adverse weather conditions and aircraft availability when employed in an airborne role.
6. Requirement for combat, combat support, and combat service support augmentation for sustained operations.
7. Limited organic airlift capability.
8. Lack of organic medium artillery fire support.

V. Capabilities and Limitations of the Airmobile Division

A. The airmobile division can—
1. Conduct airmobile operations alone or as a part of a larger force.
2. Conduct operations in the enemy's rear employing vertical envelopment techniques.
3. Disperse over extended distances and concentrate rapidly from widely separated areas.
4. Exploit success, to include the effects of nuclear, biological, chemical, and conventional fires.
5. Conduct covering force operations.
6. Conduct mobile defense operations when augmented by combat, combat support, and combat service support elements.
7. Operate as a mobile counterattack force.
8. Conduct surveillance, reconnaissance, and target acquisition over wide areas.
9. Conduct screening operations over extended frontages.
10. Operate without ground lines of communications more effectively than other divisions.
11. Bypass difficult terrain and obstacles with greater ease than other divisions.
12. Conduct riverine operations.

B. The airmobile division has the following limitations:
1. Limited ground vehicular mobility.
2. Sensitivity to adverse weather conditions and aircraft availability.
3. Requirement for a large continuing amount of logistical support, particularly aircraft maintenance, aircraft fuel, and aircraft lubricants.
4. Lack of organic medium and heavy artillery fire support.
5. Limited protection and defense against armor.
6. Limited protection against nuclear, biological, chemical, and conventional fires.
7. Less defense against air attack than other divisions.
8. Requirement for more engineer support than other divisions to prepare landing zones and to construct and maintain base airfields.

VI. Capabilities and Limitations of the Armored Division

A. The armored division can—
   1. Conduct sustained combat operations.
   2. Accomplish rapid movement, deep penetration, and pursuit.
   3. Disperse over great distances and concentrate rapidly from widely separated areas.
   4. Exploit success, to include the effects of nuclear, biological, chemical, and conventional fires.
   5. Conduct covering force operations.
   6. Conduct mobile and area defense operations.
   7. Operate as a mobile counterattack force.
   8. Conduct limited airmobile operations.

B. The armored division has the following limitations:
   1. Primary fighting vehicles (tanks) are not air transportable.
   2. Restricted vehicular mobility in jungles; dense forests; untrafficable, steep, or rugged terrain; and over other natural or enemy-placed obstacles.
   3. Requirement for large quantities of supplies and other heavy logistical support, particularly maintenance, fuel, lubricants, and ammunition.
   4. Requirement for rail or highway transport of tracked vehicles in long administrative moves.
   5. No organic airlift capability.

C. The armored division possesses relatively good protection against nuclear, biological, chemical, and conventional fires.

VII. Capabilities and Limitations of the Infantry Division

A. The infantry division can—
   1. Conduct sustained combat operations.
   2. Operate in difficult weather and terrain.
   3. Operate as a part of a joint airborne force.
   4. Operate with less combat service support than other divisions.
   5. Conduct airmobile operations.
   6. Organize and conduct an area defense.
   7. Conduct riverine operations.

B. The infantry division has the following limitations:
   1. Limited ground vehicular mobility.
   2. Limited organic airlift capability.
   3. Limited protection against armor.
   4. Limited protection against nuclear, biological, chemical, and conventional fires.

VIII. Capabilities and Limitations of the Mechanized Division

A. The mechanized division can—
   1. Conduct sustained combat operations.
   2. Accomplish rapid movement, deep penetration, and pursuit.
   3. Operate as a mobile counterattack force.
   4. Disperse over great distances and concentrate rapidly from widely separated areas.
   5. Conduct limited airmobile operations.
   6. Exploit success, to include the effects of nuclear, biological, chemical, and conventional fires.

7. Conduct covering force operations.
8. Conduct mobile and area defense operations.

B. The mechanized division has the following limitations:
   1. In airmobile operations, it loses much of its striking power and ground mobility since its armored personnel carriers are not airmobile and its tanks are not air transportable.
   2. Restricted vehicular mobility in jungles; dense forests; untrafficable, steep, or rugged terrain; and over other natural or enemy-placed obstacles.
   3. Requirement for large quantities of supplies and other heavy logistical support, particularly maintenance, fuel, lubricants, and ammunition.
   4. Requirement for rail or highway transport of tracked vehicles in long administrative moves.
   5. No organic airlift capability.

C. The mechanized division possesses relatively good protection against nuclear, biological, chemical, and conventional fires.

Job Duties of a Unit Commander (Division, Brigade, and Battalion)

I. Responsible for everything that his unit does or fails to do

- A. Organizes his staff—selects and assigns key staff personnel.
- B. Controls all actions of subordinates but controls only those actions of subordinates necessary to insure coordination and cohesive action and to obtain results desired.
- C. Exercises good management and applies principles of
  1. Unity of command
  2. Workable span of control
  3. Delegates authority for various unit activities
  4. Groups compatible and related unit activities
- D. Establishes policies for supervision, control, and coordination of staff.
- E. Defines role of staff and commander, assistant commander relationships.
- F. Issues orders and instructions to staff and subordinate commanders through command channels.
- G. Establishes communications within his headquarters, with higher subordinate units, with adjacent units, and other points as directed.

II. Responsible for the direction and control of all combat forces and elements assigned to his command

III. Assigns Missions to Subordinate Units

- A. Defines tasks to be accomplished at own and subordinate units.
- B. Furnishes, i.e., assigns necessary support in the form of units, men, equipment, supplies, etc., to subordinate units.
  1. Composes subordinate forces via assignment or attachment to subordinate commands.
  2. Assigns tasks and designates supporting and leading forces.
  3. Designates objectives.
  4. Confers with subordinate and superior commanders.
  5. Inspects subordinate units for status and readiness.
  6. Establishes command relationships best suited for mission accomplishment.
  7. Conducts personally or delegates liaison both up and down the command chain.

IV. Organizes Headquarters and Staff for Combat

- A. Determines echelonment of the command post and/or tactical operations center and provides for alternate facilities.
- B. Supervises and controls the tactical command post.
- C. Makes "risk" decisions only if necessary, and acceptable risk (staff), and routine (working level) decisions when and where needed.

V. Analyzes missions received from superior commands and prepares mission concept for use by staff in terms of: What is to be done, and how best to do it?

- A. Provides direction and planning guidance to staff and supervises staff work aimed at accomplishment of assigned mission. Such guidance normally includes:
  1. Restatement of mission
  2. All special aspects of situation and general plans for NBC weapons if applicable having influence on course of action

3. Tactical determination
4. Restrictions on operation
5. All pertinent assumptions
6. Additional information to assist staff

B. Restates and interprets mission as necessary and checks with higher commanders and supported or supporting commanders as necessary.
C. Establishes sequence or priority in which mission tasks are to be performed.
D. Approves the essential elements of information (EEI) for intelligence collection.

VI. Prepares commander's estimate of the situation by considering:

A. The mission
B. Situation and courses of action including weather, terrain, friendly and enemy situation, relative combat power, etc.
C. Analysis of opposing courses of action
D. Comparison of courses of action
E. Decision

VII. In tactical situations decides on general scheme of maneuver, i.e., placement and movement of major tactical units and any nuclear fires to be used. Also makes combat decisions on:

A. All actions referred from below.
B. Commitment of the reserve.
C. Major changes in tactical scheme of maneuver.
D. Reallocation of combat support means—when necessary.
E. Denies requests of subordinate commanders when necessary.
F. Requests clarification of orders from higher headquarters as necessary.

VIII. Prepares, if necessary or desirable, the commander's concept of the decision—outlining to staff his intent and the direction he wishes the plans to take. Included are statements of:

A. Purpose of the operation
B. Details of scheme of maneuver, including phasing, organization for combat, and security
C. Use of nuclear fires and other firing support and allocation of rounds
D. Combat service support available

IX. Signs and approves staff plan and issues verbal or written orders.

X. Supervises execution of orders.

XI. Visits forward and rear troops and troop commanders for morale and motivational purposes as required by situation and circumstances, and welcomes and orients new personnel as required.

XII. Administers military justice, taking all related actions as necessary (e.g., recommending Article 15 or action by higher court).

XIII. Reads and approves (or disapproves) plans, orders, reports, directives, etc., and approves or disapproves requests for various classes of equipment and supply.

XIV. With the assistance of his staff, plans for and anticipates likely missions and assignments for his unit.

XV. Supervises investigations dealing with competency, efficiency, or misconduct of officers, major morale or discipline problems, investigations of Congressional or higher headquarters, release of sensitive information to the public, and public relations. In doing this, he works personally with the Judge Advocate, the Inspector General, and the Public Information Officer.

XVI. Insures, within policy, that personnel performing acts of heroism are rewarded, and presents them with medals if he is highest ranking commander available.

Combat Duties of Deputy or Assistant Commander

I. Assumes command and all command responsibility in the absence of the commander or if the commander is in any way incapacitated, and performs any and all duties specifically assigned by the commander.

A. Where the duty to be performed requires the delegation of all or some portion of the commander's authority, the commander usually designates a *Deputy Commander.*[1]

B. Where none of the duties requires or specifies delegation of authority, the commander designates an *Assistant Commander.*

In either case, however, the roles and duties of these subordinates and their relationships with the chief of staff, the staff, and the commanders of subordinate units are fully prescribed by the commander.

II. Typical job duties that an assistant commander may perform include:

A. Advising the commander on selected activities as required.

B. Acting as the commander's representative on joint matters.

C. Acting as troubleshooter by supervising unusual situations.

D. Supervising tactical operations and combat training or combat service support operations and training.

E. Heading a planning staff for future operations or special projects.

F. Commanding a group or task force organized for special missions.

G. Serving as materiel readiness officer of the command.

H. Commanding an alternate command post established for tactical operations.

[1] No such distinction is made in FM 101-5-*Staff Organization and Procedure.* Yet in industrial, governmental, and legal circles such distinctions are clearly useful and hinge upon a clear-cut distinction between merely "helping" and "having authority." According to Webster's New International Dictionary, an *assistant* (n) is "one who assists; helper." *Assistant* (adj) is "Helping; lending aid or support; auxiliary; acting as a subordinate to another whom one is assisting, or as an official of a grade below the highest." On the other hand, a *deputy* (n) is "One appointed as the substitute of another and empowered to act for him, in his name or on his behalf . . ." *Deputy* (adj) is defined as "Serving as deputy." Failure to distinguish between the two terms and their interchangeable use is believed to be confusing to the larger audience. It is recommended, therefore, that in subsequent versions of the FM (1) either a clear-cut distinction be made between the two terms, or (2) one of the two be dropped.

I. The Staff. The staff is made up of officers who are specifically ordered or detailed to assist the commander. Although the commander commands the staff, the chief of staff directs and supervises it.

While each staff officer has a number of specialized duties, there are five functions common to all staff officers:

A. Providing Information. The staff collects, collates, and evaluates information coming into the headquarters, and provides the commander with the data he needs for command decisions.

B. Making Estimates. The staff prepares estimates—including analyses of all relevant and pertinent factors—to assist the commander in choosing a course of action.

C. Making Recommendations. The staff makes recommendations to assist the commander in reaching decisions and establishing policies. They also offer recommendations to each other and to subordinate commanders. Such recommendations, of course, carry no implied command authority.

D. Preparing Plans and Orders. The staff converts the commander's decisions and policies into plans and orders ready for his approval and signature.

E. Supervising the Execution of Plans and Orders. The staff assists by insuring that the commander's plans and orders are properly carried out. Such supervision not only relieves the commander of this sort of routine and detailed work, but also provides the staff with information needed for regular progress reports.

II. Staff Responsibility and Authority.

Staff officers are assigned functional areas of interest and responsibility by the commander. The assignment of staff responsibility, however, carries no connotation of command authority over other staff officers or over any other elements of the command. Normally, the commander delegates authority to the staff to take final action on matters within command policy. The authority he delegates to individual staff officers varies with the echelon and the mission, the immediacy of operations, and the relationship of the respective staff officer's assigned functional area to the primary mission. Nevertheless, when the commander authorizes staff officers to issue orders in his name, the commander still retains responsibility for these orders.

Normally, all orders issued from a higher headquarters that require action on the part of a subordinate unit or commander are issued in the name of the higher commander. There are, however, some exceptions to this rule:

A. The higher commander may specifically authorize staff members to issue orders and instructions to insure proper distribution, for speed of action, or for on-the-spot accuracy and validity.

B. To accomplish the mission of a unit in times of emergency, the commander may delegate operational control of a unit to a staff officer. Such control, however, does not usually include administration, discipline, internal organization, etc.

C. The technical or professional nature of certain activities sometimes may require a special relationship. For example, the various aspects of biological or nuclear warfare may require skilled handling or professional knowledge. In such cases, the commander may delegate his command authority and announce it formally.

D. The command organization may include a subordinate unit that is assigned or attached for administrative control only. In such cases as the DISCOM,

for example, the division staff rather than the DISCOM commander controls the operational mission activities of the company elements.

In the final analysis, unless some such condition as those just cited is in effect, all recommendations and advice to subordinate commanders from staff officers of a higher headquarters are recommendations and advice ONLY. The subordinate commander is free to accept or reject them as he desires.

In carrying out his staff duties and functions, the staff officer prepares all of his plans, estimates, solutions, and recommendations in such a form that only approval or disapproval of the completed or recommended action is required. In doing this, the staff officer:

1. Works out all details completely.
2. Consults other staff officers.
3. Studies the problems, writes, restudies, and rewrites.
4. Presents a single coordinated proposed action. Doesn't equivocate.
5. Presents short memos and explanations.
6. Advises the Chief of Staff and Commander of action or actions needed.
7. Presents all staff work in acceptable or "signable" form.

III. The Division Staff—In units at division level or higher, the staff consists of:

A. A General Staff—G1, G2, G3, G4, and G5.

B. A Special Staff—Artillery, Aviation, Engineers, etc.
(The General and Special Staffs are directed, coordinated, and supervised by a *Chief of Staff.*)

C. A Personal Staff—Aides (Commissioned and Enlisted), Command Sergeant Major, Personal Secretaries, IG, SJA.

Organization of the Division Staff is shown in Figure 1. The Command Sergeant Major and Personal Secretaries, within the office of the CG, are not included in Figure 1.

IV. Brigade and Battalion Staff—In units at brigade level or lower, the staff consists of:

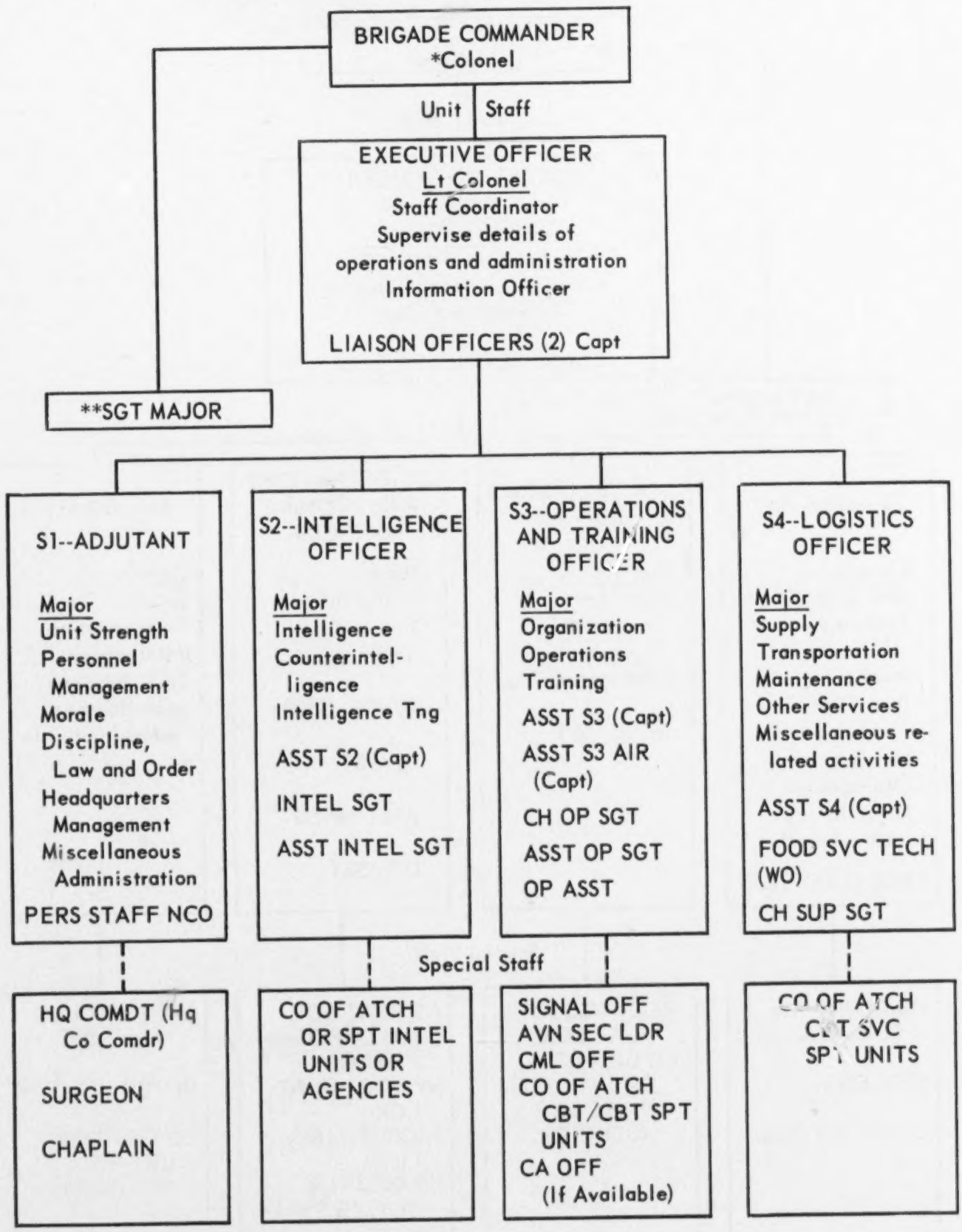
A. The Unit or Executive Staff: S1, S2, S3, S4, and S5 (in Special Situations).

B. The Special Staff: Headquarters Commandant, Signal Officer, Chaplain, Surgeon, Communications Officer, etc.

C. The Sergeant Major: In a role similar to the Personal Staff of a Division Commander, the Sgt. Major is responsible for advising the commander on matters pertaining to discipline, welfare, morale and conduct of the EM in the command.

The staff organization at this level is directed, coordinated, and supervised by the *Executive Officer* (XO). Organization of the Brigade Staff and the Battalion Staff is shown in Figures A-2 and A-3.

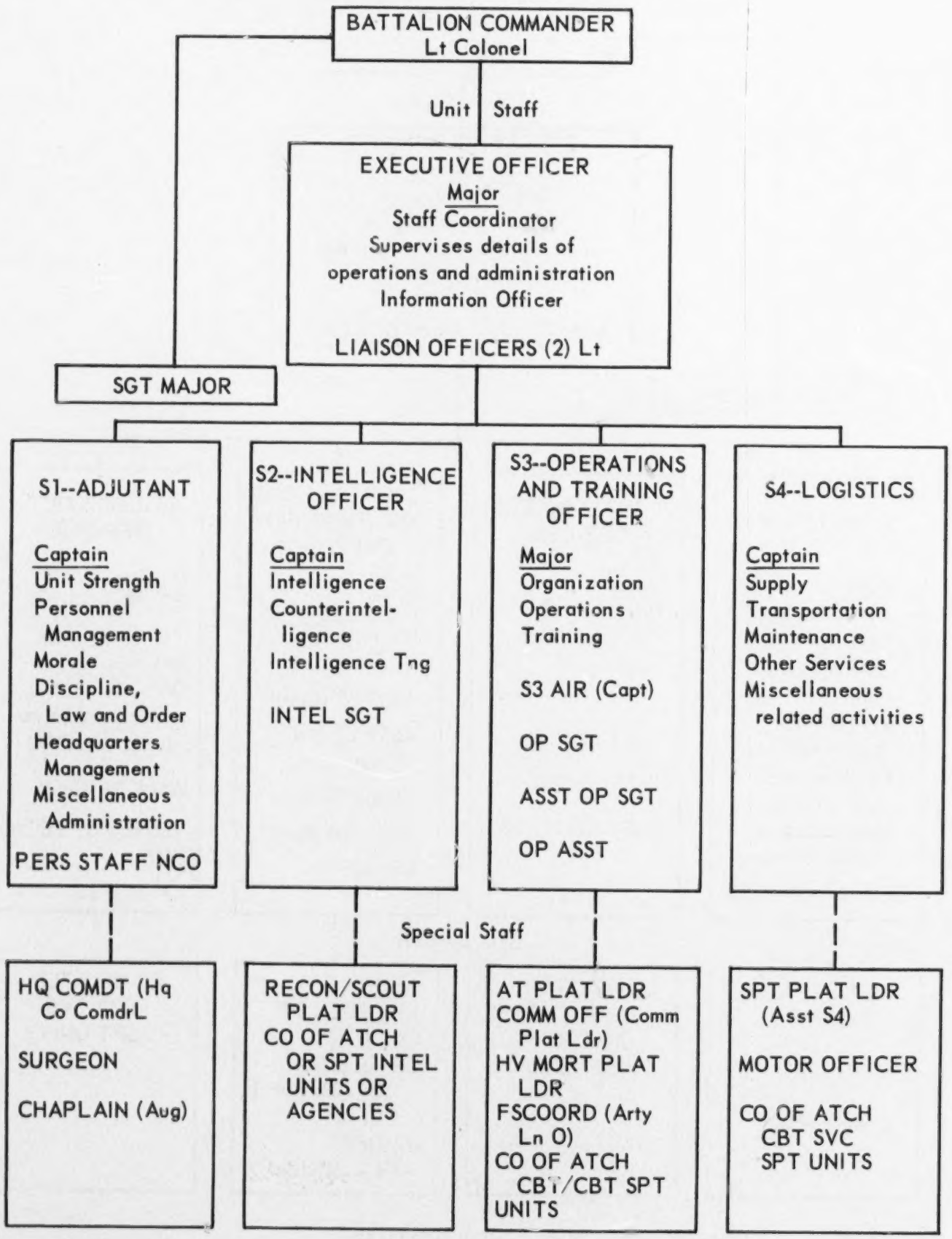
ORGANIZATION CHART, BRIGADE STAFF



LEGEND:_ _ _ Unit Staff responsibility for staff supervision
*Brigadier General when authorized by DA
**In separate Brigades, Sgt Major is a member of the XO's section: however, he still works under the supervision of the Bde Comdr.

Figure A-2

ORGANIZATION CHART, BATTALION STAFF



LEGEND: — — — Unit Staff responsibility for staff supervision.

Figure A-3

Job Duties of Secretary of General Staff

While not a coordinating, special or personal staff officer, the Secretary of the General Staff serves as the Administrative Assistant or Executive Officer for the Chief of Staff. As such, he

I. Maintains the office and all temporary records for the Commander, Deputy Commander, the Chief of Staff, and the Deputy Chief of Staff.

II. Ensures that written matter routed to the Chief of Staff has been seen and acted upon, if necessary, by all interested staff sections.

III. Directs and supervises the administrative functions of the offices of the Commander, Deputy Commander, Chief of Staff, and Deputy Chief of Staff.

IV. Receives personnel visiting headquarters for conferences and arranges for all necessary personal comforts and conveniences due visitors and VIPs.

V. Performs all other duties that the Chief of Staff may assign.

Job Duties of Chief of Staff[1, 2]

I. The Chief of Staff *directs*, *coordinates*, and *supervises* the activities of the General and Special Staffs, and is responsible to the commander for all their activities.

II. Formulates policies for the operation of the staff.

III. Trains the coordinating and special staff.

IV. Coordinates the activities of the Personal Staff Officers that are related to the rest of the staff.

V. Keeps the Commander informed of

- A. The enemy situation.
- B. The situation of adjacent, supporting, and supported units.
- C. The situation within the command, including location, strength, morale, training equipment, supply, evacuation, and general combat readiness and effectiveness.

VI. Represents the Commander when he is temporarily away from the CP—in line, of course, with established policy.

VII. Insures that orders and instructions are executed in line with the Commander's policy and wishes.

VIII. Announces schedules for briefings and requires summary, status, and current activity reports whenever necessary.

IX. Supervises the operation of the tactical operations center, the war room, and establishes the required liaison for the unit with higher, adjacent, subordinate, or supported units

X. Supervises the Chief-of-Staff Section, the Assistant Chiefs of Staff and the liaison officers.

XI. Prepares efficiency reports of both the coordinating and special staff Section Chiefs—excepting—at divisional level—the Artillery, Aviation, Engineer, and Signal Officers. Since these men are *commanders*, they are rated by the division commander.

XII. Assigns and schedules work of preparing plans, orders, and instructions, and reviews the resulting drafts.

XIII. Submits furnished drafts for commander's approval.

[1] Requests of the CO that a uniform policy of operation be established in order to prevent his having to carry out his duties under different methods of operation.

[2] This officer is usually a personal and long-standing friend of the Commander.

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XIV. Determines by personal observation and with the assistance of staff officers the extent of and the effectiveness of the execution of the commander's plans, orders, and instructions—recommending supplemental or corrective action when necessary.

XV. Studies all situations to ensure preparedness for future contingencies.

XVI. Assembles, reviews, and submits reports for the commander's approval and directs distribution of approved reports.

Job Duties of Executive Officer (Brigade and Battalion)

I. Assists the commander and represents the commander in the commander's absence; assumes command of the unit when directed to do so.

II. Assigns duties, responsibilities, and tasks to the unit staff officers and staff of specialists.
   A. Learns the problem.
   B. Makes one individual responsible for the solution.
   C. States the problem clearly, precisely; explains reason, background, and limits area to be studied.
   D. Uses knowledge and experience to help staff officer as required.
   E. Sets time limits and establishes estimated completion dates.
   F. Makes self available for discussion as work progresses.

III. Supervises staff work and readies it for submission to the commander.

IV. Coordinates and controls staff interactions and interrelationships.

V. Transmits commander's decisions to the staff and subordinate commanders as required.

VI. Keeps abreast of current situation and future plans throughout the command.

VII. Administers and controls the information program of the command.

VIII. Performs all duties of the Materiel Readiness Officer (unless the Deputy Commander or Assistant Commander is serving in this role).

IX. Acts as the brigade or battalion information officer and is responsible for
   A. Command information—provides information to the soldier about Army mission matters.
   B. Public information—informs the public about the Army.
   C. Community relations—improves relationships and understanding between the civilian and military elements of the community.

Terminology Used

I.	SUPERVISING	Directly observing and giving orders to and directing persons or groups and their work.
II.	COMMANDING	Exercising leadership and power of decision to effect unity of effort in achieving an objective; managing; directing; giving general supervision to an activity; monitoring; exercising general surveillance over a project, program, or operation without exercising direct supervision or control.
III.	EVALUATING	Appraising information of persons; reviewing, modifying, or critically examining reports, judgments, or other information; inspecting personnel, activities, installations or materiel; estimating effectiveness, inadequacy, or compliance.
IV.	PLANNING	Formulating a plan, policy, program or procedure; devising or projecting a course of action.
V.	COORDINATING	Promoting harmonious action; adjusting a course of action to be congruent with that of another person or agency; informing a person or agency of a proposed course of action, thus achieving agreement on procedures and courses of action.
VI.	DEVELOPING	Working out and extending theoretical and practical applications of design, ideas, discoveries; building up a body of information from raw facts or basic sources.
VII.	CONTROLLING	Exercising direct influence, guidance and leadership.
VIII.	ORGANIZING	Arranging orderly structural and functional relationships among persons, materiel, and equipment; modifying such relationships as necessary.
IX.	COMMUNICATING	Conveying written or verbal information; reporting; recommending; advising consideration, acceptance, rejection, or adoption.

Combat Duties of the Assistant Chief of Staff—G1 (Personnel)

I. General Staff Duties and Responsibilities

As the principal staff assistant to the commander in matters pertaining to the management of personnel as individuals both friendly and enemy, military and civilian, while under military control, the G1 (in addition to the common staff functions of gathering information, making estimates, making recommendations, preparing plans, issuing orders and supervising the execution of orders) is responsible for the following eight functional areas:

A. Maintenance of unit strength.
B. Personnel management.
C. Manpower management (non-TOE units).
D. Development and maintenance of morale.
E. Health services.
F. Maintenance of discipline, law, and order.
G. Headquarters management.
H. Miscellaneous administrative matters not otherwise assigned.

In his role as a member of the staff, the G1 is primarily a planner and a coordinator rather than a "doer" at the Unit Staff level; however, the S1 in the comparable role is both a "planner" and a "doer."

II. Specific Duties and Responsibilities

A. Maintenance of Unit Strength.
   1. Prepares and maintains continuing personnel loss estimates based upon forecasted operations and personnel assets in order to provide the commander with information on current and future requirements.
   2. Prepares and maintains a system of records and reports showing status of personnel matters in the command as a whole. This system includes:
      a. Strength Reports, i.e., data necessary to keep CO informed about the strength of the command. Usually included are the *Personnel Daily Summary*, *Special Strength Reports* (emergency type reports), and *Periodic Personnel Reports.*
      b. Personnel reports such as Morning Reports, Casualty Reports, etc.
      c. Personnel requisitioning.
   3. Determines present and anticipated individual replacement requirements, supervises requisitioning procedures, and establishes policies and procedures for processing.
   4. Determines availability of unit replacements, requisitions, and administers the processing of the required units in conjunction with the G3. When a unit is attached, the G1 insures that mail service arrangements are made.
   5. Coordinates with G2 about:
      a. Anticipated effects of enemy nuclear weapons.
      b. Acquisition and assignment of specially trained intelligence personnel.
   6. Coordinates with G3 about:
      a. Impact of anticipated losses on courses of action.
      b. Priorities of assignments when replacements are critical.
      c. Requirements for unit replacements.
   7. Coordinates with G4 about:
      a. Personnel requirements for logistical operations.
      b. Assignment of logistical personnel to logistical units when strengths are critical.
      c. Logistical support for the replacement system.

8. Coordinates with the G5 about:
   a. Personnel strengths in planning requirements in civil affairs operations.
   b. Replacements for civil affairs personnel.
9. Supervises and coordinates with the Adjutant General about:
   a. System of personnel reporting.
   b. Supervision of the replacement system, e.g., classification and assignment of replacements.
   c. Maintenance of records.
10. Coordinates with the Surgeon about the impact of expected losses on the formulation of the Health Services Plans.
11. Coordinates with the Provost Marshal on use of the Straggler Estimate in his Straggler Control Plan.

B. Personnel Management.
1. Supervises and coordinates the procurement, classification, assignment, recommendations for promotion, transfers, reclassifications, demotions, eliminations, retirements, separations, and rotation of all personnel in the command.
2. Supervises classification and assignment actions to insure that objectives of the program are carried out.
3. Recommends policies and supervises the execution of programs concerning decorations and awards, and promotions and pay.
4. Recommends policies and supervises the execution of programs governing working hours, leaves and passes, and religious participation.
5. Plans for (in conjunction with the Provost Marshal) and supervises the custody, administration, utilization, and treatment of prisoners of war and civilian internees from capture or taking into custody to evacuation, repatriation, or parole.
6. Coordinates with G4 and Surgeon about the furnishing of food, clothing, and medical aids for the rehabilitation and processing of US or allied prisoners recovered from enemy control, and arranges for evacuation and debriefing of recovered US and allied personnel.
7. Recommends command policies and supervises the implementation of action relevant to battlefield promotions and appointments.
8. Plans and supervises the use of civilian labor to include organization, responsibliities, conditions of employment, fiscal arrangements, etc.
9. Coordinates with the G2 about:
   a. The capture rate of PWs.
   b. Debriefing of recovered US personnel.
   c. Security screening of hired civilians and appropriate counterintelligence measures.
10. Coordinates with the G3 about:
   a. Requirements for additional troop units as guards.
   b. Training programs to support battlefield promotion policies.
   c. Civilian personnel matters which affect tactical operations.
   d. Allocation of provisional units to support personnel operations.
   e. Organization of civilians into provisional units.
11. Coordinates with the G4 about:
   a. Housing, feeding, evacuation of prisoners of war and civilian internees.
   b. Feeding, housing, etc., of civilian labor.
   c. Requirements for local civilian labor for logistical support tasks.
   d. Allocation of provisional units for administrative support operations.

12. Coordinates with the G5 about:
    a. Availability of local supplies for feeding and clothing civilian internees.
    b. Availability of local materials for construction of camps, stockades, etc.
    c. Information on availability of civilian labor with the local economy; pay scales, etc.
13. Coordinates with the Adjutant General about:
    a. Personnel management activities and statistical and accounting services.
    b. Conduct and supervision of the battlefield promotion program.
    c. Administration of the civilian personnel program (when a separate section is not established).
14. Coordinates with the Staff Judge Advocate about:
    a. Legal advice in connection with Rules of Land Warfare, Geneva Convention, laws, treaties, etc.
    b. Matters of laws, treaties, and agreements with respect to use of civilian personnel.
15. Coordinates with the Chaplain for religious services and aid to prisoners in confinement.
16. Coordinates with the Surgeon about:
    a. Planning and supervision of health programs.
    b. Coordination of PW medical operations and medical support.
17. Coordinates with the Provost Marshal about supervision and administration of collection, evacuation, guarding, care, treatment, discipline, use, education and repatriation of PWs and civilian internees.
18. Coordinates with the Engineer Officer about plans and supervision of construction of PW camps and facilities.
19. Coordinates with Transportation Officer for transportation as required.
20. Coordinates with Finance Officer for services in accord with existing laws, treaties, and agreements for pay and reimbursement of civilians for their services.

C. Manpower Management in Non-TOE Units.
    1. Determines both the military and civilian manpower requirements for the command.
    2. Allocates the manpower resources to the subordinate commands and activities.
    3. Evaluates the use of the available manpower and develops policies and standards concerning the use of manpower resources.
    4. Procures and distributes personnel in terms of numbers.
    5. Prepares and distributes manpower tables, i.e., Tables of Distribution.

D. Development and Maintenance of Morale.
    1. Prepares procedures and policies for personnel services, including:
        a. Coordination of postal services.
        b. Insuring that finance services are available to all authorized to use them, and that pay records are current and correct.
        c. Insuring that the Staff Chaplain's facilities are available and adequate.
        d. Coordination of Special Services activities.
        e. Coordination of Post Exchange service activities.
        f. Furnishing of information, counsel, and advice on personal affairs, applications for benefits, Army Emergency Relief, Red Cross, etc.
        g. Insuring that legal advice and assistance are provided.
        h. Functioning as Chairman of Character Guidance counsel and implementing program in accordance with AR 15-120.

i. Providing plans and policies for rest and rotation, rest camps, leave centers, and quotas for their use.

2. Develops plans and policies for issuing decorations and awards by:
   a. Insuring that effective precombat instruction in procedures is carried out.
   b. Insuring that recommendations for awards are made promptly, correctly, and in accord with established procedures and regulations.
   c. Insuring prompt, efficient, and rapid processing of the recommendations.
   d. Insuring that information is furnished to Information Officer for public release.
   e. Taking prompt corrective action to amend policies when needed.
   f. Supervising decorations and awards activities to include staff visits, compilations, and analyses of statistics, checks, and conferences.
3. Coordinates, plans, and supervises the graves registration activities, including provision of cemetries, evacuation of the dead, handling of the deceased's personal effects, and ceremonies.
4. Evaluates morale aspects of health services in the command, insures the personal hygiene of all personnel, sees that immunizations and other preventive medical measures are provided, prepares accident prevention program, and determines medical effects of CBR weapons employment.
5. Establishes plans and policies for reporting casualties.
6. Coordinates with the G2 about:
   a. Postal censorship policies and intelligence aspects of censorship.
   b. Anticipated effects of enemy nuclear weapons.
7. Coordinates with the G3 about availability of troops for burial of large numbers of dead troops and attachment of graves registration units as required.
8. Coordinates with the G4 about:
   a. Logistical support for all activities involved in personnel services, facilities, and materials.
   b. Procurement of the appropriate decorations as required.
   c. Provision of transportation for grave registration requirements, mass burials, and normal engineer requirements.
9. Coordinates with the G5 about:
   a. Availability of suitable facilities for rest and leave centers.
   b. Plans for military assistance to civilian populace on graves registration matters.
   c. Use of civilian labor in graves registration activities.
   d. Availability of land for use as cemeteries.
10. Coordinates with the Adjutant General about:
   a. The AG's operational and administrative responsibility for postal services, special services, and welfare services.
   b. Administration of the decorations and awards program.
   c. Coordination of reports with the casualty reporting system.
11. Coordinates with the Quartermaster about:
   a. Supervision of all exchange activities including establishment, operation, management, and liquidation of all exchanges.
   b. Supervision and operation of graves registration activities.
12. Coordinates with the Finance Officer about the provision of financial services to authorized persons.
13. Coordinates with the Chaplain on morale as affected by religion and religious services and activities.
14. Coordinates with the Surgeon about records on malingerers, self-inflicted wounds, and VD cases.

15. Coordinates with the Staff Judge Advocate about the provision of legal assistance and advice on personal affairs.

E. Health Services.
   1. Provides information and guidance to the Surgeon for formulating the health service plan for the command.
   2. Reviews health service plan, approves and places in administrative order.
   3. Develops estimate of injury, sick, and wounded rate for prisoners of war.
   4. Recommends policy for evacuation and hospitalization of casualties due to fallout, contamination, and CBR.
   5. Coordinates with the G2 about the enemy situation and characteristics of area of operations which might affect hospitalization or evacuation plan.
   6. Coordinates with the G3 about:
      a. Plan of operations and present dispositions for planning the evacuation and hospitalization mission.
      b. Attachment of medical units and/or facilities.
      c. Aviation capabilities for evacuation.
   7. Coordinates with the G4 about:
      a. Additional transportation when and if required.
      b. Location of medical facilities to insure that it is integrated into the overall plan for distribution of units within the command.
      c. Logistical support of the health service plan.
   8. Coordinates with the G5 about:
      a. Availability of civilian facilities for evacuation and hospitalization of military personnel.
      b. Procurement of civilian medical facilities.
      c. Requirement for evacuation and hospitalization of civilians.
   9. Coordinates with the Surgeon about:
      a. Evacuation policy for the command.
      b. Policy for treatment and evacuation of CBR casualties.
      c. Locations of medical facilities.
      d. Health service plan.
      e. Transportation for evacuation.
      f. Control over medical service units not assigned or attached to subordinate commands.
   10. Coordinates with the Dental Surgeon about the type and extent of dental service required and the dental supplies and dental equipment needed.
   11. Coordinates with the Aviation Officer with regard to the use of Army Aviation for evacuation purposes.

F. Maintenance of Discipline, Law and Order.
   1. Coordinates staff responsibility for matters of discipline, law and order.
   2. Develops policies and control procedures for troop conduct and appearance, including the control and disposition of stragglers.
   3. Determines the effects of the use of military justice authority throughout the command.
   4. Collects and summarizes information, data, and statistics on incidence of loss of or damage to equipment, military delinquency, etc.
   5. Recommends policy or remedial action necessary to correct discrepancies and to improve discipline, law, and order.
   6. Coordinates with the G3 and the personnel management officer about the state of discipline of troops.
   7. Coordinates with the G4 about trends of loss or damage to equipment due to carelessness.

8. Coordinates with the G5 about reports of local authorities concerning the conduct of soldiers.
9. Coordinates with the Provost Marshal about the provision of police service, patrols, courtesy details, and the protection of government property.
10. Coordinates with the Staff Judge Advocate on the number of and seriousness of courts-martial offenses and on other legal matters.

G. Headquarters Management.
1. Establishes policies for the movement, internal arrangement, organization, and operation of the headquarters.
2. Controls headquarters organization and administration (without usurping the prerogatives of other staff members).
3. Recommends manpower economies, especially of bulk allotment personnel.
4. Allocates shelter in the headquarters area (in coordination with the Operations Officer responsible for area organization and the Logistics Officer responsible for the provision of shelter).
5. Recommends the location of the rear echelon of the headquarters.
6. Coordinates with the G2 about counterintelligence aspects of movement, location and operation of the headquarters, and for protective security measures.
7. Coordinates with the G3 about the general location, time, and condition of movement of the headquarters and overall defense of the area.
8. Coordinates with the G4 about plans for logistical support including shelter, repair, construction, maintenance, and traffic circulation and control.
9. Coordinates with the G5 about the removal of civilians from selected CP areas and their relocation and about the availability and use of civilian facilities.
10. Coordinates with the AG about operation of the internal headquarters communications center, e.g., messenger service, distribution center, etc., and office services, forms and reports control programs, and control of classified correspondence.
11. Coordinates with the Headquarters Commandant all details of movement of the headquarters, including security and facilities for quartering, messing, office space, etc.
12. Coordinates with the Signal Officer for suitable signal communications.
13. Coordinates with the Transportation Officer for all transportation as required and for plans for control of traffic circulation.
14. Coordinates with the Provost Marshal also about traffic control.
15. Coordinates with the Engineer on plans for shelter, water, and choice of cemetery sites.

H. Miscellaneous Duties and Responsibilities.
1. Determines the best location for and recommends to the Commander the position of the rear echelon.
2. Exercises coordination and supervision of general educational development policies, the safety management program, control procedures for dependent schools, policies governing marriage to foreign nationals, reception of foreign visitors (both procedures and protocol).

3. Exercises general staff supervision over the Special Staff[1], i.e., the Adjutant General, Chaplain, Finance Officer, Headquarters Commandant, Inspector General, Information Officer, Provost Marshal, Staff Judge Advocate, Surgeon. Primary duties of the Special Staff officers are as follows:

a. Adjutant General—

(1) Responsible for personnel administration and management, classification and assignment, separation and leaves, efficiency reports, and dependent affairs.

(2) Reports on casualties and prisoners of war.

(3) Responsible for, i.e., supervises internal communication control and message center operation.

(4) Postal services.

(5) Special Service activities.

(6) Operation of the replacement system and *if* there is no civilian personnel officer, civilian personnel.

(7) Administers the awards and decorations program.

b. Chaplain—

Administers to moral and religious needs of the command, prisoners and and all under division, et al., control.

c. Finance—

Supervises all financial services.

d. Headquarters Commandant—

Displaces the Command Post and operates the CP to include messing, quartering, and motor pool supervision.

e. Information Officer—

Keeps troops and public informed. Establishes and keeps good public relations, unit newspapers, broadcasts and talks.

f. Inspector General—

Informs the G1 on the state of discipline, morale, welfare, personnel management, and safety.

g. Provost Marshal—

Also provides information on discipline and morale, Prevents and controls black marketing, prostitution, looting, riots, PWs, stragglers. Keeps traffic control, law and order, and maintains local and internal security.

h. Staff Judge Advocate—

Administers military justice, provides legal advice and assistance.

i. CO Surgeon—

(1) Provides good efficient medical treatment.

[1] Though not a special staff officer, the SUPPORT COMMAND COMMANDER:

(1) Operates the Graves Registration Service (the G1 determines policies and supervises)
(2) Provides bath and laundry service
(3) Provides PX, etc., to include shows and movies
(4) Operates effects depot
(5) Supervises food service program
(6) Provides mail transportation
(7) Provides replacements, prisoners
(8) Displaces headquarters when necessary

(2) Carries out or supervises good sanitation inspections and preventive medicine programs.
(3) Makes and keeps medical reports, admission and disposition reports, health and sanitation reports.

4. Announces policies and exercises general staff supervision over graves registration.
5. Establishes policies governing the personnel aspects of estimates, plans, orders, reports, and administrative matters not specifically assigned to another officer.
6. Coordinates with the G3 about safety management and the integration of safe practices into operational activities.
7. Coordinates with the G4 about:
   a. Damage control planning and the use of personnel from certain units.
   b. Safety management as it concerns logistical activities.
8. Coordinates with the G5 about:
   a. Individual and group relations with the civilian populace.
   b. Safety management and planning with regard to civil affairs and the civilian population.
   c. Psychology and attitudes of the local population.
9. Coordinates with the Chaplain for assistance to the religious orders in the local populace.

I. Prepares and Maintains Necessary Personnel Records and Reports.
1. Establishes policies for individual personnel records and reports, and supervises the maintenance and accuracy of these records within the command, including: qualification records, transfers, promotions, awards, discipline, pay, temporary duty, leaves, physical condition.
2. Establishes policies and procedures for unit personnel records and reports, and supervises their maintenance and accuracy. Included are the following: morning reports, disciplinary reports, personnel daily summary (PDS), periodic personnel report (ST 101-5-1, Appendix X), casualty and nonbattle loss reports, personnel requisitions, and daily admission and disposition reports (Reports Control System described in AR 335-15).
3. Establishes procedures for and maintains the following G1 Section records and reports:
   a. The G1 Journal—a brief chronological record of activities and documents, messages, orders, reports, and radio conversations.
   b. The G1 Workbook (or Worksheet)—an index of the pertinent parts of messages, orders, reports, and decisions which help in the preparation of personnel estimates, plans, orders and reports (see Appendix X, ST 101-5-1).
   c. The Policy File—Statement of current command policy and procedures used to insure continuity of action and command, and a source of reference material.
   d. The Personnel Situation Map—Present and future locations of replacement units, graves registrations units and collecting points, bath and laundry units, PW installations, rest area locations, civilian collection points, etc., useful in preparing the personnel portion of the Administrative Annex or Order (at division level, the G1 and G4 usually share this map).
   e. The Personnel Estimate—estimate of personnel strengths and needs within the command for purposes of tactical planning and determination of which tactical course of action can best be supported (ST 101-5-1, Appendix 3, Ex. #4).

f. The Personnel Loss Estimate—a continuing loss estimate, balanced against forecasted personnel receipts, to determine current and future requirements (methods of computing losses and loss estimate data are contained in FM 101-10, Par. 2.1-2.5d).

g. The Standing Operating Procedure (SOP)—Each Staff Section Chief establishes an SOP for the internal operation of his particular staff section to provide for smooth operations in accord with established procedures. He also prepares the personnel part of the Command SOP and submits it to the G3. (FM 61-100, Appendix III, Section II, Part III.)

III. Organization of the Division G1 Section (TOE 7-4G)

Title	Rank	Number		
G1	Lt Col	1		
Assistant G1	Maj/Capt	2		
Personnel Management Supervisor	E9	1		
Secretary-Steno	E5	1		
Clerk/Typist	E4	2		
Truck Driver	E3	1		
		8	—	3 Officers
				5 EM

Combat Duties of the Assistant Chief of Staff—G2 (Intelligence)

I. General Staff Duties and Responsibilities

As principal advisor to the commander on intelligence activities within the command, the G2 furnishes the commander with the intelligence he needs to plan operations and make decisions. Once a combat mission is received, the G2 evaluates the intelligence on hand and determines what additional intelligence is needed. Remaining available to the commander at all times, the G2 provides information, prepares intelligence plans, and makes estimates. The G2 continually supervises and coordinates the entire intelligence effort. In addition to the five general staff functions of 1) making estimates, 2) providing information, 3) making recommendations, 4) preparing plans and orders, and 5) supervising the execution of orders, the G2 has a number of other specific duties and responsibilities. Both the general and the specific duties are contained in the following detailed description.

II. Specific Duties and Responsibilities

A. Determines intelligence requirements and develops priority information about enemy capabilities, i.e., recommends the Essential Elements of Information (EEI) and approves Other Intelligence Requirements (OIR) as the basis for intelligence collection plans.
   1. Determines the enemy capabilities that could affect the accomplishment of the mission.
   2. Attempts to predict the next major decision from the indications available.
   3. Determines what information is needed in order to prepare the EEI.
   4. Determines what information about the enemy and the area of operations is most relevant for future operations planning purposes.
   5. Determines the information that may be needed by higher or adjacent units.
   6. Prepares specific orders and requests to be sent to information collection agencies citing *what* to look for and *where* to look.
   7. Determines which agencies shall be used to collect the information based on their *capability*, *suitability*, *multiplicity*, and *balance*.
   8. Provides delivery instructions such as frequency, destination, and submission of negative reports.
   9. Provides all necessary additional instructions as needed, such as when to cancel the requirements, etc.
   10. Coordinates with the G1 about enemy capabilities and characteristics of area of operations having major effects on personnel activities.
   11. Coordinates with the G3 about tentative courses of action and the operation plan, including enemy capabilities, vulnerabilities, and characteristics of area of operations having major effects on completion of mission.
   12. Coordinates with the G4 about enemy capabilities and area of operations having any major effects on logistical capabilities.
   13. Coordinates with the G5 on enemy capabilities and area of operations effects on civil affairs activities.
   14. Coordinates with the special staff about CBR (chemical), terrain (engineer), potential targets (artillery), and communications and signal intelligence (Army Security Agency).

B. Develops intelligence plans and orders.
   1. Prepares collection plans and orders for the collection of information, including:
      a. Developing plans for and coordinating ground reconnaissance.

b. Originating requests for air reconnaissance and consolidating and screening and coordinating such requests from other staff elements, agencies or units.
c. Assigning air reconnaissance missions and disseminating results.
d. Developing plans for systematic surveillance of the battle area.
e. Assigning and coordinating surveillance missions and activities.
f. Planning target acquisition and designating potential targets.
g. Assigning and coordinating collection missions for target information.
h. Maintaining graphic display of predicted fallout and planning for radiological monitoring and survey.
i. Coordinating activities of the technical intelligence detachments.
j. Using technical intelligence and disseminating the results.
k. Establishing, coordinating, and consolidating all weather information requirements.
l. Requesting weather information from Air Weather Service and disseminating all weather information to the command.
m. Developing signal intelligence (SIGINT) requirements and producing and disseminating signal intelligence.

2. Integrates the information collection effort—both above and below—within the command.
3. Prepares and disseminates analyses of area of operations and effects of the terrain for all staff members. The analysis includes:
   a. Purpose and limiting considerations.
   b. General description of the area.
   c. Military aspects of the area.
   d. Effects of characteristics of the area.
4. Plans for and determines the map and map substitute requirements.
5. Coordinates with the G1 about:
   a. Maintaining the personnel strength of the reconnaissance units.
   b. Availability of specialist personnel to include air observers.
   c. Availability of specialist personnel for surveillance activity.
6. Coordinates with G3 about:
   a. Designation of combat units for reconnaissance.
   b. Plans for reconnaissance in force.
   c. Uses reconnaissance patrols and other reconnaissance combat operations.
   d. Uses operational air missions for reconnaissance purposes.
   e. Use of air request and information nets for reconnaissance purposes.
   f. Recommendations for basic and frontline coverage.
   g. Designation of units to conduct surveillance.
   h. Information on location of own forces and operations plans.
   i. Nature or peculiarities of the target.
   j. Designation of combat units for technical intelligence support.
   k. Plans for technical intelligence targets.
   l. Use of enemy weapons and equipment.
   m. Technical intelligence that may affect operations.
   n. Unit boundaries for planned operations and recommendations for type and scale of maps.
7. Coordinates with the G4 about:
   a. Regulated surveillance equipment requirements.
   b. Assistance in the evacuation of technical intelligence materiel.

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c. Use of enemy materiel.
d. Technical intelligence that may have an effect upon logistical activities.

8. Coordinates with the G5 about:
   a. Assistance, e.g., guides, from local populace for recon units.
   b. Information from local populace about refugees, line-crossers, etc.
   c. Civil aspects of potential targets.
   d. Use of local agencies for guarding technical intelligence material.
   e. Plans for technical intelligence targets.
   f. Technical intelligence that may affect civil affairs logistical activities.
   g. Information about population, government, economy, and institutions.
   h. Local resources for special requirements.
9. Coordinates with the Aviation Officer about:
   a. Transporting, controlling, and supplying ground recon elements.
   b. Assignment of recon missions, priorities, and technical advice on use of Army Aviation.
   c. Photo deliveries.
   d. Airborne surveillance devices.
   e. Photography and visual observation.
10. Coordinates with the Artillery Officer or Fire Support Coordinator about:
   a. Supporting and interdiction fires, forward observer personnel, and fire in the area of interest.
   b. Suppression of artillery fire in the area of interest, target marking, and flak suppression fires.
   c. Physical characteristics of targets required for target analysis and combat surveillance information.
   d. Detailed target analyses and target information.
   e. Technical intelligence pertinent to the target characteristics.
11. Coordinates with the Engineer Officer about:
   a. Ground reconnaissance, terrain data, and terrain studies.
   b. Use of air photos for obtaining and producing terrain intelligence.
   c. Needed terrain and environmental studies and information on obstacles.
   d. Specific requirements for maps and map substitutes.
12. Coordinates with the Signal Officer about communications as required, and priorities for photographic support.
13. Coordinates with the Army Security Agency about:
   a. Intelligence requirements on enemy materiel of interest to USASA.
   b. Capabilities and limitations of USASA units and their employment.
14. Coordinates with the Provost Marshal about information on refugees, civilian internees, local population, guerilla activities, etc.
15. Coordinates with CBR Officer for information on contaminated areas.
16. Coordinates with commanders and staff officers of all line units for recon information on enemy troops, materiel, supply, tactics, capabilities, etc.

C. Processes the collected information into Intelligence and disseminates the Intelligence.
   1. Processes, i.e., records, evaluates, and interprets all information received.
   2. Makes a record of the information in the G2 Journal, the G2 Workbook, the Intelligence Files, or on the enemy situation map and maintains these information records.
   3. Estimates the effects of the characteristics of the area of operations on friendly and enemy courses of action.

4. Estimates enemy capabilities and vulnerabilities including the course of action the enemy is most likely to adopt.
5. Prepares intelligence estimates, annexes, reports, summaries, and studies.
6. Disseminates the intelligence through conferences, briefings, messages, documents and reports, i.e., in the form that will furnish the greatest assistance. Forms used normally include the:
   a. Intelligence Estimate (usually in oral form), i.e., the intelligence portion of the commander's estimate which is concerned with what, why, when, and how in the following format:
      (1) Mission
      (2) Area of operations
         (a) Weather
         (b) Terrain
         (c) Other characteristics
      (3) Enemy Situation
         (a) Disposition
         (b) Composition
         (c) Strength
         (d) Recent and present significant activities
         (e) Peculiarities and weaknesses
      (4) Enemy capabilities
         (a) Enumeration
         (b) Analysis and discussion
      (5) Conclusions
         (a) Effect of area on our courses of action
         (b) Probable enemy courses of action
         (c) Enemy vulnerabilities
   b. Periodic intelligence reports such as Spot Reports, the INTREP or Intelligence Report, the INTSUM or Intelligence Summary, and the Periodic Intelligence Report, PERINTREP.
      (1) Spot Reports—one-time reports for which speed of transmission is primary. No format, but includes who? what? when? where? and how?
      (2) INTREP—standardized NATO report on enemy capabilities. No format, but has word INTREP as the first item.
      (3) INTSUM—brief summary of intelligence information distributed by quickest means available. (Normally covers 12 hour period but may vary in length depending on the situation.)
      (4) PERINTREP—used by echelons above the division for the dissemination of an intelligence summary for the last 24 hours to next *two* higher and lower echelons.
   c. Intelligence Annex of the Operations Order. Though not an intelligence document, it is used to disseminate intelligence. (The prescribed format may be found in NATO STANAG 2098.)
   d. Analyses of Area of Operations (discussed earlier, in B. 3.) and specialized reports such as imagery interpretation, and PW reports are also issued by the G2 section; and bomb, shell, and mortar reports, nuclear bursts and CBR reports, radiological contamination estimates and reports, order of battle books and handbooks, and technical intelligence bulletins and summaries.
   e. Weather reports, forecasts and summaries and climatic summaries and studies.

D. Prepares and directs the counterintelligence activities of the command (i.e., the effort to destroy the effectiveness of the enemy's intelligence efforts).
   1. Prepares the counterintelligence estimates.
   2. Plans and supervises the implementation of both *active* and *passive* counterintelligence measures to support all operations, including such measures as:
      a. Active
         (1) Counterreconnaissance
         (2) Counterespionage
         (3) Countersabotage
         (4) Countersubversion
         (5) Electronic counter countermeasures
         (6) Use of smoke
      b. Passive
         (1) Security of classified material
         (2) Communication security
         (3) Movement control
         (4) Camouflage
         (5) Concealment
         (6) Censorship (less Field Press Censorship)
         (7) Electronic Security
   3. Provides commander and the staff with advice and recommendations concerning the counterintelligence aspects of tactical cover and deception.
   4. Coordinates with the G1 about:
      a. Personnel activities such as uniform, insignia, leave policies, etc.
      b. Special handling for PWs.
      c. Effects on personnel activities.
   5. Coordinates with the G3 about:
      a. Support of the operations.
      b. Effects on operation so as to minimize the interference.
      c. Counterreconnaissance and concealment and cover.
   6. Coordinates with the G4 about:
      Effects on logistical activities.
   7. Coordinates with the G5 about:
      a. Civil security and censorship measures.
      b. Civilian law enforcement agencies.
      c. Plans for detection of enemy agents, line crossers, subversive personnel, etc.
      d. Implementation of port, frontier, and travel security measures.
   8. Coordinates with the Aviation Officer for air observation to determine effectiveness of camouflage and concealment.
   9. Coordinates with the Chemical Officer about the use of screening agents.
   10. Coordinates with the Engineer Officer on the use of camouflage.
   11. Coordinates with the Signal Officer on communications security, and the ASA CO (Div) on communications and electronic security.
   12. Coordinates with the Provost Marshal on control of personnel traffic circulation and the protection of selected equipment and installations.
   13. Coordinates with the Public Information Officer for control of the security aspects of command news releases.

E. Relationship of G2 to the Commander, other Staff Officers, and the attached MID.
   1. Assists the commander by furnishing intelligence the commander needs in the form of written reports, estimates, and oral briefings whenever required.

2. Plans ahead and makes logical assumptions of probable missions the command may expect and develops intelligence relevant to these probable missions.
3. Coordinates probable missions with the Chief of Staff, G3, and other staff officers as well as G2 of next higher headquarters regarding probable missions.
4. Re-evaluates the intelligence on hand when new mission is received, and determines what else is needed—especially new assessments of enemy capabilities, vulnerabilities, etc.
5. Remains available to the commander at all times. (G2 and G3 normally stay with the CO at the forward tactical command posts and on personal reconnaissances.)
6. Organizes, trains, and supervises the G2 section so that it will operate effectively during periods of his absence from the main echelon of the command post.

(Duties of G2 Section, DIVISION HEADQUARTERS)

a. G2 and Assistant G2
   (1) Prepares intelligence and counterintelligence programs.
   (2) Coordinates and disseminates intelligence to CO and all other Staff Sections and Headquarters.
   (3) Informs section of CO's desires and planning progress of other staff sections.
   (4) Coordinates formally with other staff sections.
   (5) Assigns and reassigns personnel and tasks within the section.
   (6) Supervises the training and operations of all personnel assigned or attached.
   (7) Plans and supervises in coordination with G3 the intelligence and counterintelligence training of all troops.

b. Administrative Branch
   (1) Operates Section Message Center.
   (2) Maintains Section Journal, central files, records.
   (3) Prepares section personnel reports, duty rosters, and staff visit rosters.
   (4) Supervises moves of section and space allocation in new areas.
   (5) Prepares and issues credentials and passes.
   (6) Supervises the section's transportation.
   (7) Arranges for receiving and administering intelligence liaison personnel.

c. Operations Branch
   (1) Provides for collecting of information and processes and disseminates intelligence.
   (2) Maintains enemy situation map, G2 workbook, collection plans, etc., and gives briefings.
   (3) Prepares intelligence estimate, analysis of area of operations plans, summaries.
   (4) Performs research and planning for future operations.
   (5) Maintains intelligence liaison—higher, lower, and adjacent.
   (6) Prepares daily journal summary and gives to administrative branch for entry.
   (7) Prepares appropriate portions of command report.
   (8) Coordinates dissemination of weather information.

(9) Prepares intelligence collection directives for elements attached or in direct support.
(10) Supervises procurement and distribution of maps.
(11) Supervises prediction of fallout and radioactivity from enemy weapons and monitors contamination.
(12) Keeps records of potential nuclear targets.
(13) Recommends EEI and other intelligence requirements.

d. G2 Air Branch
(1) Prepares recon plans for organic air.
(2) Sets priorities on air reconnaissance.
(3) Prepares directives and requests for recon.
(4) Supervises image interpreters.
(5) Supervises air photo procurement and distribution.
(6) Arranges for briefing and interrogation of division pilots and aerial observers.
(7) Disseminates recon information.
(8) Monitors air recon broadcasts.
(9) Maintains air recon maps and records.

e. Counterintelligence Branch
(1) Recommends counterintelligence policy.
(2) Prepares counterintelligence estimates, plans, directives, and reports.
(3) Supervises counterespionage, countersabotage, countersubversion, and censorship.
(4) Checks headquarters internal security.
(5) Recommends counterintelligence program and training.
(6) Interrogates friendly and enemy civilians.
(7) Supervises and coordinates collection of intelligence and information of enemy agents, collaborators, etc.
(8) Recommends tactical cover and deception measures and supervises counterintelligence aspects of such operations.

7. Exercises operational control of intelligence assets available through the attached MID.
8. Provides information, estimates, and intelligence plans during the planning phase of all tactical operations.
9. Plans, prepares, and coordinates (with the G3), and recommends (to the Chief of Staff) pertinent fragmentary orders for the initiation or modification of intelligence operations.
10. Supervises and coordinates during the execution phase of an operation intelligence operations that insure the successful execution of the commander's collection orders. This is of critical importance to the commander in deciding when and where to employ his reserve combat power.
11. Operates, with the G3, a joint staff facility as part of the tactical operations center.

F. Relationship of the G2 to superior and subordinate units.
1. Assists subordinate commanders and other intelligence staff officers to resolve or minimize their intelligence problems (sometimes, continuous coordination is required).
2. Develops missions for the intelligence units assigned or attached to command In practice, these units are under G2 control.
3. Supplies intelligence to subordinate units and higher headquarters. The intelligence is, however, fully processed before it is disseminated whether received

from lower, higher, or adjacent units. If time and importance demand otherwise, however, unprocessed information *can* be passed on.

4. Maintains close liaison with the G2 and G2 Section of higher headquarters in order to anticipate future operations.

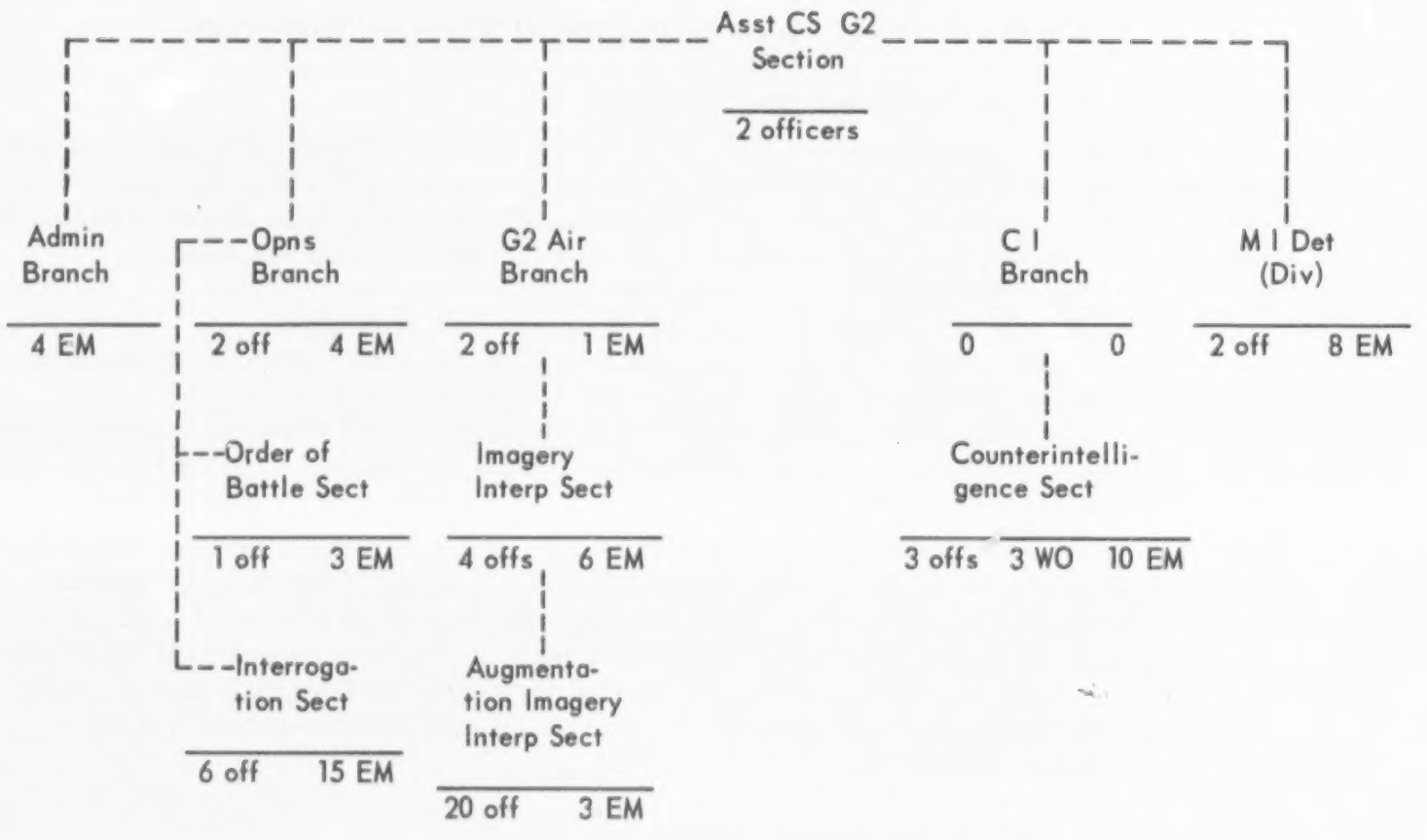
G. Miscellaneous Duties and Responsibilities

1. Develops plans and procedures for the intelligence aspects of guerilla activities.
2. Assists the G5 in developing plans and conducting psychological warfare operations, including estimating the effectiveness of our own and the enemy's efforts.
3. Assists in the planning and supervision of training activities designed to defend against the enemy's propaganda efforts.
4. Assists the G3 in planning for the employment of mass destruction weapons (including nuclear, chemical and biological agents) to include defensive measures against enemy employment.
5. Assists in determining the total effects of our use of nuclear and other CBR weapons on the enemy's capabilities.
6. Assists the G3 in developing plans for barrier, denial, and deception operations.
7. Develops plans and policies in connection with the staff direction and coordination of all military mapping activities including acquisition and distribution of maps.

H. Division G2 Section Organization TOE (7-4G)

G2	Lt Col	09301
Asst G2	2 Maj-1 Capt	09301
G2 Air	Major	09309
Asst G2 Air	Capt	09309
Chief Intel Sgt	E9	96850
Intel Sgt G2 Air	E8	96850
Intel Sgt	E7	96840
Intel Asst	E5	11420
Sect Steno	E5	71030
Intel Clerk	E3	71A10
Light Truck Driver	E3	11B10

(6 Officers - 7 Enlisted Men)


Asst CS G2 Section
2 officers
Admin Branch
4 EM
Opns Branch
2 off 4 EM
Order of Battle Sect
1 off 3 EM
Interrogation Sect
6 off 15 EM
G2 Air Branch
2 off 1 EM
Imagery Interp Sect
4 offs 6 EM
Augmentation Imagery Interp Sect
20 off 3 EM
C I Branch
0 0
Counterintelligence Sect
3 offs 3 WO 10 EM
M I Det (Div)
2 off 8 EM

Combat Duties of the Assistant Chief of Staff—G3 (Operations)

I. General Staff Duties and Responsibilities

As the principal advisor to the commander in matters pertaining to the organization, tactical operations, and tactical planning within the command, the G3 is the focal point for those coordinating and supervisory activities primarily concerned with combat and combat support. As the principal staff coordinator the G3 is directly concerned with:

A. The organization of the command
B. The allocation of the personnel, weapons, and equipment
C. The conduct of tactical operations, i.e., the tactical scheme of maneuver and the coordination of the available combat support
D. The preparation and issuance of orders implementing the commander's decision
E. The preparation and dissemination of plans necessary to meet changes in the tactical situation.

In addition to advising the commander and carrying out the other five common staff functions, the G3 also has the responsibility of providing advice and assistance to the other staff officers concerning the operations aspects of areas that are the primary responsibilities of these officers. During combat, he also exercises general staff supervision over those staff activities that are directly related to combat and combat support operations, e.g., the fire support coordinator, air defense officer, unconventional warfare officer, aviation element, etc.

II. Specific Duties and Responsibilities

The G3, as part of his prescribed duties and responsibilities:

A. Exercises General Staff Responsibility for the Organization of the Command.
   1. Prepares plans for mobilization and demobilization of units, including the activitation and deactivation of these units.
   2. Develops the organization for combat and prepares requirements for the assignment and attachment of units and specialized teams.
   3. Determines needed changes to the Tables of Organization and Equipment (TOE) and Tables of Distribution and Allowance (TDA).
   4. Recommends the organization and equipping of units to include numbers and types of units to be organized, as well as the priorities for the phase-in or replacement of personnel and equipment in these units.
   5. Requests assignment or attachment of tactical, tactical support, service support units and teams, and unit replacements and assigns such units in accord with the requirements of the situation.
   6. Receives and processes the assigned units or teams to include such orientation, training, and reorganization as may be required.
   7. Compiles and maintains the troop list[1] including continual review and revision to insure the number and type of units assigned are those which can best accomplish or support the mission.
B. Allocates Personnel, Weapons and Equipment Within the Command.
   1. Establishes priorities for allocating critical resources which affect the combat power of the division.
   2. Coordinates with the other general and special staff officers about requirements for units needed to support the operations, priorities and allocations, and assignments of units and personnel, and issue of equipment for administrative support units.

[1] There is no prescribed format for a troop list, and at division level a notebook or a chart covered with acetate, showing all units assigned or attached broken down to battalions and companies, their present disposition, their future disposition, organization for combat, and notes, will usually suffice.

C. Plans and Conducts Tactical Operations Within the Command.

1. Prepares the operations estimate—on the basis of the commander's guidance and including information received from the other staff officers—and recommends a course of action for the accomplishment of the mission.
2. Conducts tactical planning to include supervision and coordination of the various subsidiary plans which become component parts of the overall plan.
3. Publishes—after command approval—the operation plan or order, using the prescribed form and sequence, setting forth the situation, the mission, the decision, the plan of action, and such details of execution as are necessary to coordinate the action.
4. Prepares such alternate operation plans as may be required.
5. Insures that all plans include consideration of the overall security of the command, to cover such matters as combat patrolling, and tactical cover and deception.
6. Establishes allocations and priorities for personnel, support, and equipment for tactical and tactical support units.
7. Establishes the prescribed load for tactical and tactical support units.
8. Supervises the fire support planning.
9. Reviews the Artillery Officer's fire support plan to insure that it is in line with command guidance, the planned scheme of maneuver or scheme of defense, and integrates the fire support plan into the operation plan.
10. Recommends allocations of nuclear weapons to subordinate units.
11. Provides guidance to staff officers for preparation of appropriate plans for tactical cover and deception, barrier and denial operations, and electronic warfare and reconnaissance.
12. Prepares, with the G2's assistance, the tactical cover and deception estimate and the tactical cover and deception plan, to achieve the following goals:
    a. To preserve friendly forces, equipment and installation from destruction.
    b. To cause the enemy to reveal his strength, disposition, and future intentions.
    c. To induce the enemy to execute actions favorable to friendly operations.
    d. To develop a situation favorable to the conduct of any particular type of operations.
    e. To achieve maximum surprise.
    f. To offset an enemy advantage in men, equipment, and tactical disposition.
    g. To cause the enemy to expend firepower—particularly nuclear weapons—on unprofitable targets.
13. Reviews all other staff plans to insure integration with the overall operation plan.
14. Plans and supervises—in coordination with the G4, the Aviation Officer, and the Transportation Officer—tactical troop movements including:
    a. Selection and designation of tactical units.
    b. Establishment of priorities.
    c. Selection of destinations.
    d. Times of movement including preparation time, time distance, pass time, and terminus time.
    e. Selection of routes, traffic control and other logistics aspects, including start points, release points, detruck points and movement formations.
    f. Security of the movement.

g. Designation of areas for the main CP, bivouacking, quartering, and staging.
h. Preparation of the movement order.

15. Prepares plans for and assumes general staff responsibility for rear area security, taking measures to minimize the effects of enemy action including:
   a. Preparation of the rear area security annex to the Command SOP (and the operation plan or order, if necessary).
   b. Vulnerability analyses for the purpose of disposition or redisposition of units.
   c. Provision in the rear area security plans support for combat service support operations.
   d. Coordination of all activities dealing with rear area security including coordination with the division support command commander.

16. Coordinates the firepower of the assigned, attached, and allocated forces and integrates it with that of other elements into the overall scheme of maneuver.
   a. Supervises coordination of the fire support and the work of the Fire Support Coordinator (FSCOORD) and the Fire Support Element (FSE) in the Tactical Operation Center (TOC).
   b. Reviews the fire support plans and the fire support annex in terms of the following considerations:
      (1) Bulk of the fires are on critical targets.
      (2) Weights the main attack.
      (3) Adequate support for supporting attacks is provided.
      (4) Adequate firepower is available with which the commander can influence the action.
      (5) Adheres to guidance.
      (6) Accurately reflects target information.
      (7) Best employs organic, attached, and allocated fire support agencies.
      (8) Adequate provision for troop safety.
   c. Incorporates fire support annex in the operation order, obtains approval and disseminates the plan.

17. Organizes and operates, with the G2's assistance, the G2-G3 element of the division Tactical Operations Center (TOC), insuring that:
   a. Current information on the operational situation is provided.
   b. The commander is provided with the pertinent facts and recommendations.
   c. Immediate action is taken on all operations matters.
   d. All conflicts within the TOC are resolved.

18. Plans and supervises unconventional warfare operations including:
   a. Guerrilla warfare, i.e., military and paramilitary operations carried out in enemy-held or hostile territory by irregular, predominantly indigenous personnel.
   b. Evasion and escape operations allowing military or other selected individuals to escape to friendly areas from enemy-held or hostile areas.
   c. Subversion and other such activities designed to undermine the military, economic, psychological and political strength and morale of a government.

19. Supervises the Aviation Element in the TOC to include:
   a. Coordination with higher and lateral headquarters for nonorganic aviation support.

b. Approval of aviation missions in support of division operations.
c. Establishment of priorities for aviation support of division operations.
d. Coordination between fire support element (FSE) and Aviation Element for employment of Army Attack Helicopter fires.

20. Coordinates with the G1 about the following:
a. Effects of limitations within the personnel management field on the operations estimate.
b. Allocation and priorities for tactical units.
c. Limitations in administrative support which may have an effect on the tactical plan.
d. Priority of movement of personnel units and installations.
e. Personnel entries for Paragraph 4 of the Operation Order.

21. Coordinates with the G2 about the following:
a. The current intelligence situation.
b. The intelligence estimate and an analysis of the area of operations.
c. Inclusion of the EEI in the operation plan.
d. Coordination of intelligence orders and requests for tactical support with the plan of maneuver.
e. Recommendations for changes in the operation plan as a result of changes in the intelligence situation.
f. Intelligence annex to the operation order.
g. Enemy capabilities and vulnerabilities and target for attack by friendly fire support.
h. Plans for monitoring and surveying the fallout from friendly nuclear fires.
i. Development of potential nuclear targets.
j. Recommendations concerning intelligence and counterintelligence parts of the operation plan.
k. Estimates of the effectiveness of the tactical operations.
l. Counterintelligence aspects of tactical troop movements.
m. Information on weather, terrain, and enemy situation needed for tactical troop movements.

22. Coordinates with the G4 about the following:
a. Logistical capability to support the planned operation and the course of action favored from the logistical point of view.
b. Paragraph 4, for inclusion in the operation order.
c. Specific areas to be spared from attack by supporting fires.
d. Ammunition supply and location data.
e. Logistical capability for consideration in determining employment of fire support.
f. Logistical support for approved fire support plan and relocation of ammo stocks (if necessary).
g. Prescribed nuclear loads for attached and assigned delivery units and stockage levels for nuclear supply points and depots.
h. Transportation requirements, allocations, and priority of movement of administrative units.
i. Supervision and control of traffic and required security during tactical troop movements.

23. Coordinates with the G5 about the following:
a. Capability to support the mission and course of action favored from a civil affairs point of view.

b. Restrictions or limitations imposed on the operation due to agreement or law.
c. Civil affairs entries for Paragraph 4 of the operation order.
d. Effects of civilian situation on tactical plans.
e. Restrictions or limitations on the fire control plan imposed by agreements or law.
f. Capability of civil affairs (CA) units to support the tactical cover, deception, barrier, etc. operations.
g. Priority of movement of CA units.
h. Impact of refugees and civilians on troop movement plans.
i. Integration of friendly guerilla forces with the overall combat operation.
j. Psychological warfare activities.

24. Coordinates with the Engineer Officer about:
a. Road and bridge capabilities and recommended routes.
b. Requirements for support of engineer operations.
c. Impact of planned fire support on engineer operations.
d. Plans for employment of atomic demolitions.

25. Coordinates with the Artillery Officer about:
a. Preparation of the fire support plan, the prescribed nuclear load, the available supply rate (ASR) and the required supply rate.
b. Detailed target analyses for attacks by friendly nuclear weapons.
c. Recommendations concerning employment of fire support means.
d. Artillery organization for combat and artillery fire plan.

26. Coordinates with the Chemical Officer about:
a. Allocation and use of chemical and biological means.
b. Fallout predictions as required for nuclear attacks.
c. Technical data necessary to determine vulnerability of friendly forces to fallout.
d. Plans for monitoring fallout from friendly nuclear weapons.
e. Capability to provide smoke concealment for tactical troop movements.

27. Coordinates with the Aviation Officer about aviation aspects of operations to include: combat assaults, administrative troop movements, aerial attack helicopters and administrative aircraft support.

28. Coordinates with the Signal Officer about plans for signal communications during troop movements.

29. Coordinates with the Transportation Officer about transportation and the technical aspects of troop movements, e.g., march graph and march table.

30. Coordinates with the Provost Marshal about traffic control plans and supervision of traffic control.

D. Prepares Emergency Plans and Directives to Meet Changes in the Tactical Situation and to Implement the Commander's Decisions.
1. Plans continuously to insure timeliness of reaction and prepares emergency plans as necessary.
2. Insures that all tactical movements follow the projected tactical plan.
3. Maintains tactical control of means by:
a. Maintaining the troop list, i.e., the assignment and attachment of various types of units and specialized teams.
b. Recommending priorities for allocation of replacement personnel, major items of equipment, and materiel in critical supply.
c. Recommending tactical employment of units to include Army Aviation, Signal Corps and Engineer activities related to the tactical mission.

d. Insuring coordination of fire support with the commander's scheme of maneuver.
e. Recommending changes in the special ammo and prescribed loads as required by the tactical situation.
f. Analyzing and consolidating the required supply rate of ammunition submitted by units for projected operations. Analyzing the required supply rate to adjust ammunition by type within the basic load to meet projected needs.
g. Recommending priorities for the allocation of the Available Supply Rate (ASR). (These recommendations include allocation of the available ammunition by type required by the tactical situation.)
h. Supervising, coordinating, integrating tactical support and tactical operations as necessary within his delegated authority.

4. Prepares and maintains emergency security plans to include rear area security and insures that plans of subordinate units are coordinated and integrated into the overall plan.
5. Prepares and maintains current emergency plans for the G2-G3 Sections, including evacuation plans for safes, commo devices, and other equipment.

E. Prepares and Maintains the Operations Section Records and Reports.
1. Prepares, publishes, and maintains the Unit's Command SOP.
2. Prepares and maintains a Coordination Checklist showing principal G3 activities and agencies with whom coordination is required. (This insures that all necessary cooperation and coordination has been effected.)
3. Prepares and maintains the G3 Policy File, periodically reviewing and updating it with the commander. (This file contains the commander's and higher headquarters' statements of policy on G3 affairs, and also includes the time and date of announcement.)
4. Prepares or supervises the preparation of the following additional records and reports:
   a. Records:
      (1) The G3 Journal—Chronological record of important events
      (2) The G3 Workbook—Indexed collection of information from orders, messages, conferences, etc.
      (3) The G3 Situation Map—A graphic presentation of the current tactical situation.
   b. Reports:
      (1) The G3 Periodic Operations Report—A summary of compilation of reports from subordinate units, giving the friendly situation during and at the end of a prescribed reporting period—usually 24 hours.
      (2) The Command Report—A report prepared in accordance with AR 525-24, submitted to DCSOPS on a quarterly basis, covering the principal activities of the command and any recommendations the commander deems appropriate.
      (3) Situation Reports such as:
         (a) Initial enemy contact reports—submitted on first contact with the enemy.
         (b) Unit progress reports—to report location of elements and progress.
         (c) Loss of contact with friendly units reports—sent on loss of contact, immediately.

(d) Situation Reports (SITREP)—includes information on friendly and enemy situation, and submitted periodically at a prescribed time.

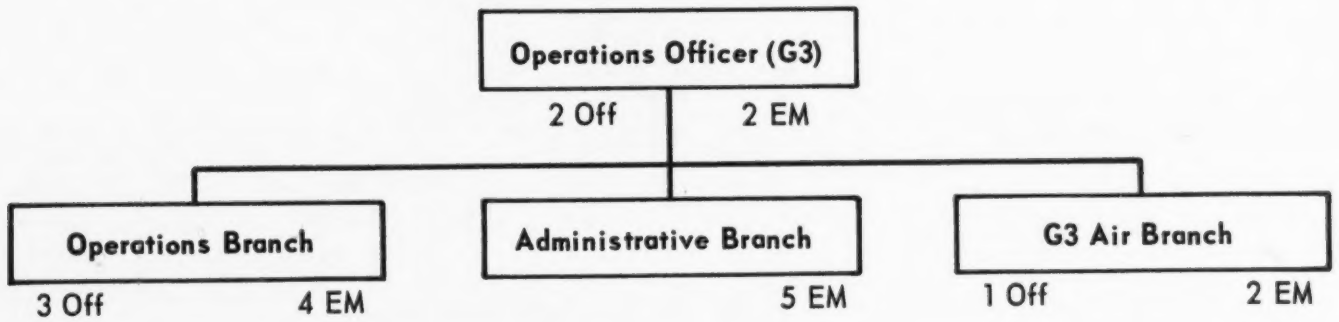
5. Maintains reference data information, and directives from higher headquarters necessary for operations and planning. Reference data most useful to the G3 includes:
   a. Tables of Organization and Equipment
   b. Characteristics of weapons
   c. Characteristics of engineer stream-crossing equipment
   d. Basic and prescribed loads
   e. Vehicle capacities
   f. Unit vehicle strengths
   g. Road space requirements
   h. Time and space factors
   i. Aircraft requirements for heliborne combat assaults and air movements.
   j. Major items of signal and ordnance equipment.
   k. Hours of daylight and darkness
   l. Fuel consumption rates by type of unit and by vehicle
   m. Miscellaneous physical data and operational experience
6. Keeps outline schedule of G3 Section activities, a schematic diagram of the standard physical arrangement for the section, a planning schedule, a schematic diagram of the organization, a duty roster, and a movement assignment roster. (When properly employed, these aids speed up operations significantly.)
7. Organizes G3 Section on a functional basis so as to provide personnel to man the G3 element of the TOC at the main CP and at the alternate CP on a 24-hour operational basis.
8. Establishes priority lists for allocation of all critical resources affecting the unit's combat capabilities.

F. Completes Miscellaneous Activities.
1. Requests, receives, and processes—to include orientation, equipping, and training—all unit replacements.
2. Establishes priorities for communications support of tactical operations and reviews signal operation plans.
3. Selects, in coordination with the Signal Officer, the general location of the command post and affiliated command installations.
4. Coordinates with the G1 about:
   a. Availability of unit replacements.
   b. Administrative processing of unit replacements.
   c. Interior management of CP areas.
5. Coordinates with the G2 about:
   a. Intelligence estimate of enemy capabilities to interfere with tactical communications.
   b. Counterintelligence aspects of signal communications.
   c. Submission of requirements for signal communications.
   d. Intelligence aspects of location for main CP.

6. Coordinates with the G4 about logistical aspects of unit replacements.
7. Coordinates with the G5 about civil affairs unit replacements versus individual replacements whenever appropriate.
8. Coordinates with the Signal Officer about:
   a. Plans for establishing signal communications.
   b. Preparation of Signal Annex to the Opns Order, the SOI and the SSI.
   c. Signal Communications aspect of the CP location.
   d. Recommended site for CP location.

G. Organization of the G3 Section at Division Level:

1.



Division G3 section--typical organization for combat operations.

Designation	Branch	MOS	Grade	Authorized
G3	AM	2162	Lt Col	1
Assistant G3	AM	2162	3 Maj	4
			1 Capt	
G3 Air	AM	2163	Maj	1
Chief Operation Sergeant	NC	11F50	E-9	1
Assistant Chief Operation Sergeant	NC	11F50	E-8	1
Operations Sergeant	NC	11F40	E-7	1
Operations Specialist		11F20	E-5	3
Secretary-Stenographer		71C30	E-5	1
Clerk Typist		71B30	E-4	2
Operations Assistant		11F20	E-4	1
Light Truck Driver		11B10	E-3	3
			Total officers	6
			Total enlisted	13
			Aggregate	19

Division G3 section--personnel authorized.

Combat Duties of the Assistant Chief of Staff – G4 (Logistics)

I. General Staff Duties and Responsibilities

As principal advisor to the commander on logistics, the G4 is responsible for the common staff functions of gathering information, making estimates, making recommendations, preparing plans, issuing orders, and supervising the execution of orders with regard to supply, transportation service and other services maintenance, and other logistic activities related to the combat service support system. He is a planner and a coordinator, rather than an operator. At division level, the commander of the division support command is the logistical operator.

II. Major Areas of Responsibility

A. Supply of the Command in the Field. With regard to supply, the G4

1. Determines supply requirements for the command.
2. Requisitions, procures, stores, maintains, secures, moves, distributes, and documents all supplies.
3. Supervises the distribution of all combat weapons, munitions, and equipment that are regulated or that are critical items of supply.
4. Manages the logistics aspects for all special weapons.
5. Collects and disposes of all supply excess, salvage, and captured enemy supplies.
6. Obtains information on present needs of division from incoming requisitions, status reports, and personal liaison.
7. Maintains records of stocks on hand, and a stock-control system within the command.
8. Anticipates needs of the command by making estimates using replacement factors and consumption rates along with future operations plans.
9. Obtains estimates of priorities and allocations for short-supply items from the G3 and other staff officers.
10. Assists in planning for future operations by coordinating logistics aspects with commander and other staff members.

B. Transportation Support for the Command. In carrying out his transportation support responsibilities, the G4:

1. Procures and provides all necessary transportation means and modes for the transport of units, personnel, and supplies.
2. Allocates transportation facilities in accordance with established priorities.
3. Plans, coordinates, and controls administrative movements and specifies highway regulations and surface control procedures.
4. Coordinates the use of airlift in support of the combat service support operations.
5. Obtains all information needed from reports, other staff officers, etc., and coordinates planning for all present and future transportation needs for the command.

C. Maintenance Support for the Command with regard to his maintenance responsibility, the G4 supervises the maintenance and repair activities.

D. Supply, Services, Construction, and Real Estate Functions of the G4 include the following:

1. Supervises the maintenance and provision of utilities.
2. Allocates all real estate used by the command (excluding that acquired by military necessity).
3. Coordinates the construction of all facilities and installations within the command.
4. Maintains records and exercises responsibility for all command property.
5. Supervises all purchasing and contracting activities of the command.
6. Supervises all food services within the command.
7. Supervises and provides for firefighting equipment and protection.

E. Other Miscellaneous Services and Responsibilities. Additional G4 duties and responsibilities are listed below.

1. Prepares all required logistic estimates, plans, administrative orders or annexes, periodic and special logistic reports, and the logistics part of command and operations reports, and maintains the G4 Journal, G4 situation map, and the G4 notebook.
2. Establishes priorities for the employment of logistic support units.
3. Establishes priorities and allocations for logistic requirements for civilian labor.
4. Determines adequacy in number and kind, and recommends where and how logistical support units are to be employed.
5. Determines and recommends best location of service area, rear boundary, and the main supply route.
6. Supports the military logistic requirements for civil affairs operations.
7. Prepares area damage control plan (or plans).

III. Under each of the major areas of staff responsibility, the G4's combat duties and tasks are as follows:

A. Supply

1. Determines requirements for present needs by considering demand, experience, incoming requisitions, status reports or supplies on hand, and personal and representative liaison.
2. Recommends necessary changes to TOE equipment authorization.
3. Recommends and Develops Logistic SOPs.
4. Determines future supply needs by considering consumption rates, demand experience, replacement factors, and planned operations.
5. Exploits local procurement to the maximum, considering quantity and quality, timeliness of receipt, and impact on local economy to reduce lead time, supply distribution time, and shipping space; procures remaining supplies by requisition on the supply base of support.
6. Insures proper receipt, storage, and distribution of supplies by analyses of the area of operations for terrain considerations.
7. Maintains up-to-date information about the friendly and enemy situation and remains abreast of the impact of the characteristics of the area of operations on logistics operations.

8. Insures that accurate records of "supplies on hand" are maintained.
9. Determines the best method of distribution and insures that distribution schedules are the most effective possible.
10. Insures availability of transportation means to effect the distribution and selects the best routes for the main distribution activities.
11. Establishes control means and methods necessary to coordinate supply operations.
12. Establishes procedures that keep him informed of any and all significant changes in status of supply.
13. Recommends supply allocations and priorities as determined by a consideration of the logistical aspects.
14. Supervises the compliance of subordinate command service supply units with the established allocations and priorities.
15. Maintains current information on status of supplies, including nuclear weapons—both those within and those available to the command.
16. Coordinates with G1 about:
    a. Unit strengths and loss estimates.
    b. Number of replacements.
    c. Unusual requirements, e.g., rest camps, leave centers.
    d. Capture rates and the number of prisoners of war (PWs).
    e. Provision of supplies in support of health services.
17. Coordinates with G2 about capability of enemy to interfere with logistical support mission and physical and geographic characteristics of the area of operations which may interfere with logistical mission.
18. Coordinates with G3 about:
    a. Allocations and priorities for equipment and supplies having an impact on tactical mission.
    b. Prescribed loads for equipment and supplies.
    c. Available supply rates for the command.
    d. Information on attachments, assignments, or detachments for logistical support planning purposes.
    e. Tactical courses of action for determining logistical support tasks.
    f. Prescribed nuclear load and changes in the prescribed load.
    g. Allocation, assignment, and dispersion of nuclear weapons.
    h. Security of all supplies and facilities.
19. Coordinates with G5 about:
    a. Consolidated requirements for civilian supplies.
    b. Civil procurement agencies, military labor requirements, and availability in line with civilian needs.
    c. Allocation and distribution of supplies to civilians.
    d. Necessary arrangements for local procurement.
20. Coordinates with Special Staff Officers about:
    a. Information on whether local procurement or requisition is best for certain items.
    b. Prescribed loads recommendations, allocations, and priorities.
    c. Periodic reports which include areas of difficulty, shortages, and excesses.
    d. Distribution of supplies and equipment in line with allocations, priorities, etc.
21. Coordinates with Special Staff Officers—particularly with the following:
    a. Artillery - Artillery units selected to receive nuclear weapons and the available supply rate of conventional material for subordinate artillery units.

b. Staff Judge Advocate - Legal aspects of procurement policies, drafts of requisition forms, and non-standard local procurement contracts.

c. All -

(1) Obtains estimates of requirements and availability of routine and special operations supplies.

(2) Requests recommendations about either requisitioning needs or obtaining through local procurement.

(3) Obtains recommendations regarding prescribed loads, allocations, and priorities.

(4) Provides these officers with prescribed loads, allocations, and priorities.

(5) Obtains periodic reports on areas of difficulty, shortages, and excess.

22. Publishes formats and requirements for all necessary reports, disposition procedures, new equipment drawing procedures, inventory procedures, redistribution procedures.

23. Exerts constant effort to keep supply levels as low as possible consistent with the accomplishment of the supply mission, using ADPs, TASTA concepts, etc., if necessary.

B. Transportation—of units, personnel and supplies by pipeline, water, rail, highway and air, including the operation of the carriers.

1. Determines overall transportation requirements of the command.
2. Plans for required transportation from assigned and attached transportation units, other units of the command, or from that requested and received from higher headquarters.
3. Coordinates use of all transportation to insure maximum use of the capacity, consistent with the primary mission activities of the command.
4. Consults with the Operations Officer to determine allocations and priorities for the provision of logistic support.
5. Prepares and develops transportation plans which include:
   a. Estimation of requirements and determination of availability.
   b. Anticipation of needs and preparation of plans for supply by air.
   c. Recommended main supply route (MSR).
   d. Furnishing information and instructions to Division Transportation Officer (DTO) regarding detailed transportation planning, to include transportation movements.
6. Plans for and controls movements to include:
   a. Selection of routes, in coordination with the operations officer, for movements.
   b. Preparation of administrative march order annexes with the DTO pertaining to highway regulations and traffic control procedures.
   c. Coordination with detailed plans of the Transportation Officer.
   d. Coordination of traffic control plans prepared by the Provost Marshal.
   e. Approval of plans for administrative moves made by Transportation Officer and Provost Marshal.
7. Coordinates with G1 about:
   a. Transportation requirements for replacements and PWs, and in support of the health services plan and medical evacuation.
   b. Special transportation requirements for movement of the Command Post (CP) administrative installations, graves registration, and

special services activities.

c. Use of the military police for traffic control.

d. Location of Traffic Control Points (TCPs) to insure maximum straggler control consistent with traffic control requirements.

8. Coordinates with G2 about:
   a. The area of operations as it affects the use of transportation.
   b. Capabilities of the enemy that may interrupt the use of any particular route.
9. Coordinates with G3 about:
   a. Transportation requirements for tactical purposes.
   b. Tactical plans affecting transportation requirements.
   c. Use of all routes affecting tactical and logistical requirements.
   d. Recommendations concerning those routes that should be restricted to tactical use only.
10. Coordinates with Special Staff Officers about:
   a. Types of transportation required to perform logistical support and beyond unit capability.
11. Coordinates with the Division Transportation Officer (DTO) to obtain emergency transportation plans to meet vehicular requirements over and above the capability of the division.
   a. Obtains information from the DTO (via DISCOM commander) about transportation matters, allocations, and priorities.
   b. Obtains march order annexes, traffic circulation plans, and coordinates with the DTO and the Support Command Commander about the operation and supervision of a traffic headquarters.
12. Coordinates with the Support Command Commander about pipeline operations.
13. Coordinates with the Aviation Officer for special staff assistance in the planning and use of Army Aviation for the delivery of supplies and equipment by air.
14. Coordinates with the Division Engineer for tonnage capabilities of roads and bridges, advice on use of roads (one-way or two-way), and signs for posting restrictions and designation.
15. Coordinates with Signal Officer to provide the special communications support needed for traffic control.
16. Insures coordination between the Provost Marshal and the Division Transportation Officer in the preparation of the traffic circulation plan. Inspects and approves the PM's traffic control plan for administrative moves.

C. Maintenance Services.
   1. Prepares the general plan for maintenance support of the command, including:
      a. Selection and allocation of technical service troops by type and number (in coordination with the Operations Officer).
      b. Plans for recovery and evacuation of vehicles and equipment.
      c. Plans for collection and disposition of excess property, salvage, and captured materiel.
   2. Selects general location of service area, logistic support units, and recommends time of movement of these service units.
   3. Advises on the adequacy of logistic support troops by type and number required to support the command in coordination with the G3.

4. Establishes priorities for the employment of the logistic support units.
5. Determines requirements for local civilian labor for logistical support tasks and allocates available labor for logistical support activities.
6. Insures that policies pertinent to hiring, pay, hours, treatment and pertinent restrictions as established by the Personnel Officer are adhered to by logistic support units employing local civilian labor.
7. Supervises maintenance program of the command and insures adequate back-up support for field maintenance beyond the capability of assigned or attached maintenance units.
8. Advises on and submits recommendations concerning attachments to subordinate logistic commands and locations to insure proper distribution of maintenance support capabilities.
9. Recommends evacuation and repair policies.
10. Maintains records of state of maintenance and conducts staff visits and inspections to obtain first-hand information.
11. Provides commander and staff with evaluation of maintenance conditions, an estimate of impact on planned operations, and recommendations for correction or improvement.

D. Additional Supply Services.
1. Recommends policies for establishing construction allocation and priorities, and determines priority and allocation of materials and personnel effort for construction (with exception of signal communications and fortifications).
2. Controls and coordinates activities pertinent to maintenance and repair of utilities for facilities and installations and establishes priorities and allocations for repair of utilities.
3. Controls and coordinates acquisition, allocation, administration and disposition of real estate, including billets and shelter (excluding headquarters and headquarters personnel).
4. Recommends command policy for collection and disposition of excess property, salvage, and captured materiel and provides guidance for disposition of excess property, salvage, and captured materiel within command policy, to technical services and subordinate commands.
5. Insures that efficient property collection procedures are established and disseminated within the command.
6. Recommends allocation of usable supplies and equipment within the command.
7. Coordinates with the G1 about the following maintenance and service matters:
   a. General location and time of movement of administrative company and installations.
   b. Allocation of local civilian labor for logistical support tasks.
   c. Policies pertaining to labor, hiring, pay, hours, restrictions, etc.
   d. Requirements for construction of facilities at CPs, replacement installations, recreational areas.
   e. Anticipated requirements for utilities, for CPs, staff sections, and administrative installations.
   f. Provision of necessary maintenance in support of health services and the medical service plan.
8. Coordinates with the G2 about the following:
   a. Enemy situation and capabilities that might affect the time of movement and the location of logistical installations.

b. Requirements for technical intelligence support.

9. Coordinates with the G3 about the following:
   a. Requirements for additional logistic unit combat support.
   b. Tactical plans and present and future dispositions of tactical units for consideration in locating service units, movement, and providing adequate logistic support.
   c. Priority of maintenance effort of technical service units.
   d. Construction requirements for tactical uses.
   e. Recommendations concerning use, allocation, and priority of issue of excess property or captured equipment and materiel.
10. Coordinates with the G5 about the following:
   a. Requirements for assistance of logistic service units.
   b. General location of logistic service units, insuring that there is no conflict with civilian requirements, and obtains a recommended solution if conflicts do exist.
   c. Requirements for any special type technical service unit support.
   d. Capability and availability of local economy to provide maintenance support.
   e. Capability and availability of local civil agencies to provide construction equipment, materiel, and/or personnel.
   f. Availability of utilities for military use and necessary liaison with appropriate civilian agencies.
   g. Requirements for military assistance to civil authorities.
   h. Liaison with civil agencies for real estate, location of desirable real estate, and availability of real estate for use by the command.
   i. Disposition of captured enemy supplies which are adaptable to civilian use, allocations and priorities.
   j. Availability of salvage clothing and supplies for distribution to civilian population and allocation of this materiel.
11. Coordinates with the Combat Service Support units, Special Staff Officers and DISCOM about:
   a. Capabilities of CSS units and allocation and priority of support effort.
   b. Area locations for the support units.
   c. Time of movement.
   d. Recommendations as to the type and number of support units required.
   e. Requirements for local civilian labor for support operations.
   f. Recommended measures for improving maintenance program.
   g. Inspections of maintenance and services.
   h. Requirements for installations, facilities, utilities, and real estate.
   i. Collection and disposition of excess property and supplies.
12. Coordinates with the Division Engineer on the following matters (in addition to those listed above in Item 11):
   a. Technical assistance in the planning of construction projects including allocations and priority of effort.
   b. Maintenance of real property including allocations and priorities.
   c. Plans for the requisitioning and procurement of real estate.
13. Coordinates with the Staff Judge Advocate about:
   a. G4 policies to insure compliance with international law and international agreements.
   b. All command policies to insure compliance with law and

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international agreements.

E. Miscellaneous Responsibilities.
   1. Organizes, administers and supervises the logistic support operations. In doing this, the G4:
      a. Determines the adequacy of the logistic support units and recommends their employment.
      b. Determines the requirements for additional logistic support units.
      c. Establishes priorities for the employment of the logistic support units.
      d. Determines the requirements for the use of local civilians, PWs, and civilian internees in logistic support operations.
      e. Recommends location for service areas and the location and movement of logistic support units (MSR—main supply route, etc.)
      f. Prepares logistic estimates, reports, and plans.
      g. Prepares, authenticates, and distributes the Administrative Order and the Administrative Annex, and prepares Paragraph 4 of the Operation Plan or Order.
   2. Supervises the preparation of plans for area damage control.
   3. Supervises the nuclear accident and incident program.
   4. Coordinates with the G1 about:
      a. Location of the rear echelon administrative installations with plans for the service area.
      b. Personnel aspects for the administrative order and other entries in Paragraph 4 and authenticated annexes when required.
   5. Coordinates with the G2 about:
      a. The enemy situation for consideration in recommending the location of the rear boundary.
      b. Information on characteristics of the area of operations and enemy capabilities for consideration in logistical planning.
      c. Information on the area and enemy capabilities, which may affect the selection of the MSR.
   6. Coordinates with the G3 about:
      a. The present and future tactical situation including future location of tactical units, their anticipated rate of progress, and the plan of maneuver - all for purposes of recommending the location of the rear boundary and rear boundaries of subordinate units.
      b. Information on tactical plans and concepts for logistical planning.
      c. Information on operations plans which might affect the selection of MSR.
      d. Security of the logistical installation and the area damage control plans.
   7. Coordinates with the G5 about:
      a. Civil affairs considerations in the location of the rear boundary.
      b. Location of rear boundary best suited from the civil affairs aspect.
      c. Paragraph 5 - Civil Affairs - of the administration and logistics order and annexes.
      d. Civil affairs considerations which may affect selection of the MSR.
   8. Coordinates with the Division Engineer about:
      a. Engineer road maintenance considerations in location of the rear boundary.
      b. Route reconnaissance and engineering technical advice with regard to selection of the MSR.
      c. Location of work limit boundaries for combat engineer support.

9. Coordinates with the Transportation Staff Officer (via DISCOM) about:
   a. Transportation considerations in location of the rear boundary.
   b. Transportation technical advice in regard to selection of the MSR.
10. Coordinates with the Signal Officer about:
    Signal considerations in the location of the rear boundary.
11. Coordinates with the Provost Marshal about traffic control considerations and traffic control reconnaissance of all roads.
12. Coordinates with all Special Staff Officers about:
    a. Appropriate information pertinent to a particular service for inclusion in the logistics portion of the Administrative Order or Operations Order.
    b. Preparation of all necessary administrative order annexes for approval and authentication.

IV. Prepares or Supervises the Preparation of G4 Documents, Records, Reports, and the Logistics Estimate.

A. Prepares or supervises the preparation of the G4 Section records, including the G4 Journal, G4 Situation Map, and G4 Workbook (FM 101-5).

B. Prepares Logistics Estimate, i.e., determines whether the mission or operation can be supported, determines which of several courses of action can best be supported, and isolates the logistic problems and major deficiencies, considering:
   1. The mission.
   2. The particular situation and other considerations.
      a. Intelligence situation.
      b. Tactical situation.
      c. Personnel situation.
      d. Civil affairs situation.
      e. Assumptions.
      f. Logistics situation.
   3. Analysis:
      a. Materiel and services.
      b. Medical evacuation and hospitalization.
      c. Other logistics considerations.
   4. Comparison:
      a. List of major logistic deficiencies.
      b. Logistics advantages and disadvantages of each course of action.
      c. Methods for overcoming deficiencies.
   5. Conclusions:
      a. Whether operation can be supported.
      b. Which course of action is best.
      c. Disadvantages of other courses of action.
      d. Major logistics deficiencies and recommendations.

C. Prepares the periodic logistic report when requested by higher headquarters, and includes:
   1. Logistic situation at end of reporting period, location of boundaries, installations and service troop locations, along with all appropriate overlays.
   2. Materiel and services including supply and transportation.
   3. Medical evacuation and hospitalization during the reporting period.
   4. Miscellaneous: includes all areas of responsibility not previously covered, including such items as boundaries, headquarters movement,

changes in assignments during the period, losses or damage plans, orders, or use of prisoner or civilian labor.

D. Directs the preparation of the special logistics reports by subordinate units whenever command SOP or higher headquarters directs.

E. Prepares the logistics part of the Command Report and Report of Operations.

F. Prepares the Administrative Order of Annex or Paragraph 4, Operations Order (OPORD).

V. Organization of the Division G4 Section (TOE 7-4G)

Lt Col	G4	04010
Major	Asst G4	04010
Major	Asst G4	04010
Captain	Asst G4	04010
E9	Chief Supply Sgt	76N50
E9	Materiel Readiness NCO	63B50
E8	Asst Chief Supply Sgt	76N50
E8	Materiel Readiness NCO	63B50
E5	Secretary-Stenographer	71C30
E4	Clerk Typist	71B30
E4	Clerk Typist	71B30
E3	Light Truck Driver	11B10

The G4 or Asst G4 usually maintains a current Section SOP showing the duties for which each individual is responsible. Individuals normally have primary responsibility for certain activities. All personnel of the Section should be able to perform the basic duties for which the Section is responsible in order to permit round-the-clock operations.

In order to allow sufficient time for staff visits, coordination, and in order to keep the logistics estimate up to date, the G4 should delegate as much as possible the details of the Section's operation. Even so, however, he must know and understand the problems, workload, and actions being taken since he is the individual responsible.

Combat Duties of the Assistant Chief of Staff – (Civil-Military Operations) G5

I. General Staff Duties and Responsibilities. To achieve his civil-military objectives, the military commander engages in various civil-military activities which affect the relationships between military forces and the civil authorities and people in any area (including US home territory) in which those forces are present. From this point of view, the commander's interest in civil-military operations can be broken down into seven major activities:

(1) Provision of civilian support for and prevention of civilian interference with tactical and logistical operations.
(2) Provision of or support for the functions of government for a civilian population.
(3) Community relations of the military forces.
(4) Military civic action as part of internal development operations.
(5) Military participation in a populace and resources control program as part of internal defense operations.
(6) Military support of civil defense.
(7) Psychological operations.

The priority of command effort goes to that major civil-military activity most directly related to the mission of the military command. Normally, psychological operations will be in support of the other six activities, and will not itself be the priority activity.

As principal staff assistant to the commander, on such matters, the G5 is assigned primary general staff responsibility for the timely preparation and execution of civil affairs policies, plans, orders and directives, and for staff supervision of the seven major civil affairs activities. In summary, the G5 establishes the basic relationship between the military command and the civilian population within the area of operations. In this role, the G5 is concerned with four broad functional areas of activity: (A) Governmental, (B) Economic, (C) Public Facilities, and (D) Special Functions. Each of these four broad areas, however, overlaps. Each area can also be further subdivided into 20 sub-areas of specialization. The areas are:

A. Governmental. Functions dealing with governmental activity or control, political activities, review and correction of actions of civil officials in accord with competent directives, and implementation of policy decisions with respect to control or relationship of the people to the government in the area of operation. These functions are:
   1. Civil defense
   2. Labor
   3. Civil administration
   4. Public education
   5. Public finance
   6. Public health
   7. Public safety
   8. Public welfare
   9. Tribunals

B. Economic. These functions are concerned with the economic structure of an area as a whole, and the coordination of the more specialized economic aspects and efforts in developing direct support for the military effort from local resources as well as fulfilling the command's responsibility to the civil population and its government. These functions are:
   10. Civilian supply
   11. Economics and commerce

12. Food and agriculture
13. Property control

C. Public Facilities. These functions are concerned with the supervision, control, and operations where required of facilities such as water, gas, waste disposal, electrical and other power systems, communications, transportation, etc. These are:
14. Public communications
15. Public transportation
16. Public works and utilities

D. Special Functions. These functions are those concerned with people—their rights as individuals—their culture, care, religion, protection and control. Planned direction and constant supervision are essential for uniformity of operations and to the successful accomplishment of activities within this category. These functions are:
17. Arts, monuments, and archives
18. Civil information
19. Displaced persons, refugees, and evacuees
20. Religious relations

Topics of concern to the G5 and his specific combat duties and responsibilities in each of the functional areas and in his general staff role are as follows:

II. Specific Duties and Responsibilities[1]

A. Governmental Activities: Civil defense, labor, civil administration, public education, public finance, public health, public safety, public welfare, and tribunals.

1. Prepares and implements all required civil defense plans.
   a. Recruits personnel for training in locating shelters and evacuation routes.
   b. Provides for stockpiling necessary food and medical supplies.
   c. Provides for adequate warning systems.
   d. Provides for volunteer agencies, i.e., fire, police rescue and emergency squads.
   e. Provides for explosive ordnance removal.
   f. Provides for emergency welfare services.
   g. Advises commander on civil defense plans and measures.
   h. Advises local government:
      (1) On civil defense planning.
      (2) On sufficient shelters for population.
      (3) On emergency supplies (food, water, medical supplies).
   i. Establishes liaison with local U.S. representatives in area:
      (1) On adequate warning system.
      (2) On populace control.
      (3) On recruiting and training of personnel.
   j. Provides assistance in shelter marking.
   k. Provides advice on proper welfare measures to be taken.

[1]Subsequent to the completion of this survey the duties of the G5 were reduced and specified more clearly in FM 101-5. The latter duties are reproduced as Section III. Specific Duties (FM 101-5, *Staff Organization and Procedure*, June 1968). The complete survey results are presented here for use if the situation again warrants a change in duties and to provide the detail of responsibilities necessary to perform the duties specified in the FM and by the survey.

l. Insures sufficient police are available to control traffic and panic.
m. Educates population in use of protective measures in CBR attack.
n. Assists in activation of all emergency and voluntary personnel, emergency welfare measures, and repair squads for vital facilities.
o. Assists in implementing debris removal plan.
p. Establishes decontaminating stations.
q. Enforces all passive defense measures.

2. Prepares and implements plans relevant to procuring and using local labor.
   a. Conducts surveys to determine:
      (1) Manpower currently in communities by skills and age group.
      (2) Unusual and current employment of above.
      (3) Customary conditions of work, including tools, supervisory methods, and standards of compensation.
      (4) Unusual labor requirements imposed by catastrophe, combat, local economic development, indigenous authorities, the enemy, and friendly military forces.
      (5) Controls on pay and conditions of work imposed by governmental, quasi-governmental, and independent agencies.
      (6) Structure of labor organizations; relationship to the government; political and social composition, strength and influence; nature of organization (craft or industrial).
   b. Determines methods, authority, and effectiveness of indigenous private and public employment exchanges.
   c. Advises
      (1) Commander and U.S. elements of availability of labor, appropriate compensation (including termination and other bonuses), conditions of employment, supervisory methods.
      (2) Indigenous officials, other leaders, potential employees, and information media, as appropriate, of U.S. employment, actual or planned.
   d. Assists local governments:
      (1) In planning, establishing, manning, structuring, or administering, if needed, units of ministry of labor dealing with labor economics, apprenticeship, safety, employee-employer relations, union affairs, insurance, sex and age limitations, and retirement.
      (2) In planning, establishing, structuring, administering, if needed, para-military work organizations.
   e. Assists commander and direct local government in planning, establishing, structuring, manning, or administering indigenous labor resources.
   f. Promulgates labor legislation, as appropriate.
   g. Insures compliance with The Hague and Geneva Conventions.

3. Makes plans to insure a capable civil administration that is compatible with national policy.
   a. Surveys governmental organization at all levels.
   b. Surveys lines of authority and influence having impact on political matters.
   c. Analyzes effectiveness of existing agencies of government or social control.

d. Studies effectiveness of government officials and employees, and other community leaders.
e. Negotiates to gain support or cooperation for U.S. forces.
f. Recommends to host nation the organization, functioning, staffing, and authority of agencies of government or social control at all levels of government.
g. Advises on legislation, regulations, or policies based on the analysis of the society and the economy of the area.
h. Participates on joint commissions, committees, or councils concerned with governmental affairs.
i. Supervises existing organs of government.
j. Restores full control of government as soon as practicable to friendly officials.
k. Issues such proclamations and notices as are authorized by higher headquarters upon initial entry into the area.
l. Displays appropriate U.S. or allied flags in public centers when practicable.
m. Removes persons who are inimical to the United States or who are not in sympathy with its policies and objectives, and secure appointment of leaders who will further desired programs.
n. Temporarily appoints key officials after consultation with respected civilians of the area.

4. Takes appropriate steps to provide necessary public education facilities and support.
   a. Develops list of leading educators. Screens all text materials to determine suitability.
   b. Determines structure of Ministry of Education.
   c. Advises commander of the effect of military operations on school systems.
   d. Establishes liaison with educational leaders if possible.
   e. Conducts surveys of:
      Existing educational facilities.
      Number and categories of educational personnel available.
   f. Assists local government in:
      Constructing needed facilities.
      Improving teaching materials.
      Training of teachers.
   g. Establishes working relationship with representatives of other U.S. agencies in area.
   h. Advises and assists in rehabilitation of buildings used for educational purposes.
   i. Determines amount of teaching material available.
   j. Assists in or, if required, screens and employs teachers.
   k. Formulates plans for financing schools.
   l. Closes all schools, when necessary.
   m. Plans phased reopening of schools.
   n. Screens all educational personnel for acceptability.
5. Provides for all necessary public finance activities and requirements.
   a. Determines structures and responsibilities of financial organization within governmental units.
   b. Determines organization and responsibilities of central bank.

c. Develops list of commercial banks and financial institutions.
d. Lists key financial personnel both from government and commercial world.
e. Conducts surveys of:
    Revenue producing systems.
    Budgetary systems.
    Treasury operation.
    Monetary and fiscal policies.
    Banking regulatory policies.
    Money supply.
    Interest rates.
f. Establishes working relationship with other U.S. and host country agencies, and international organizations in country.
g. Advises in establishment or revision of:
    Revenue producing systems.
    Budgetary systems.
    Treasury operations.
    Central banking operations.
    Commercial banking operations.
    Monetary and fiscal policies.
h. Determines status and/or need for currency for host country.
i. Determines need for occupation currency.
j. Determines need for military payment certificate (MPC).
k. Determines exchange rates between currencies in use.
l. Assures security of financial institutions and assets.
m. Advises, assists, or implements establishment, reestablishment, or revision of:
    Revenue producing systems.
    Budgetary systems.
    Treasury operation.
    Central banking operations.
    Monetary and fiscal policies.
n. Screens key financial personnel both from government and commercial world to determine those acceptable to United States and Allies for resumption of operations.
o. Blocks and controls assets of:
    Treasury.
    Central bank.
    Commercial banks.
    Other financial institutions.
p. Prescribes monetary and fiscal policies; treasury operations; and other regulatory measures.

6. Provides for all necessary public health activities and facilities.
   a. Surveys civilian public health situation to include:
      (1) Organization of public health services.
      (2) Capabilities and distribution of medical personnel.
      (3) Location and capabilities of medical facilities.
      (4) Location and adequacy of medical supplies.
      (5) Sanitary practices and location and adequacy of sanitation facilities.
      (6) General status of health of populace.
      (7) Environmental factors affecting public health.

(8) Sanitary state and adequacy of food and water.
(9) Status of veterinary services.
(10) Epidemiologic conditions.

b. Estimates possible need for medical support and supplies from military resources for local populace.
c. Estimates medical support facilities and supplies available for military use from local resources.
d. Advises commander on all aspects of public health.
e. Establishes liaison with host nation public health agencies and with other agencies, U.S., international or private (WHO, USAID, USIS, PANAN Sanitary Bureau, CARE, missionary agencies).
f. Advises and assists host nation in effective organization and operation of public health service to include conservation and employment of all resources.
g. Initiates, as required, a U.S.-sponsored public health program to supplement local efforts with particular reference to water purification, mass immunization, and other medical and sanitary measures.
h. Advises and assists in indigenous veterinary efforts particularly in predominantly agricultural environments.
i. Provides emergency medical treatment for civilians.
j. Assists host nation in training public health personnel.
k. Assumes temporary direction and control of local public health institutions, supplies and personnel as required.
l. In nuclear environment, plan for and execute required analysis of food and water supplies for contamination.
m. Estimates impact of nuclear weapons casualties on indigenous public health resources and requirements for military supplement of resources.
n. Plans for return of direction and control of public health administration to local officials as soon as practicable.
o. Assumes direction and control of all public health organizations and facilities. Screens officials and other personnel of public health agencies for suitability and removes and replaces them as required.

7. Takes appropriate control measures to insure public order and safety.
   a. Advises commander on the status of public safety in the area of operations.
   b. Determines the organizational structure of the police agencies, fire protection services and penal system.
   c. Develops list of key personnel in police, fire protection and penal organizations.
   d. Analyzes capabilities of police to maintain law and order in all situations.
   e. Advises commander on character of population with respect to obedience to law.
   f. Prepares plans and procedures to maintain or restore law and order during all civil emergencies.
   g. Conducts surveys of police, fire, protection and penal agencies to determine:
      (1) Degree of training.
      (2) Status of equipment.
      (3) Auxiliary forces available.

(4) Condition of facilities.
(5) Operational effectiveness.

h. Establishes liaison with USAID, host country and other agencies concerned with public safety activities.

i. Advises and assists in the development of programs to improve training, equipment facilities, and operational effectiveness of police, fire protection, and penal agencies.

j. Assists in the development of auxiliary forces to support police agencies in the maintenance of public order.

k. Develops contingency plans for military support of police agencies in keeping the public order.

l. Assists recognized local authorities to:
(1) Establish or reestablish police and fire protection agencies as necessary.
(2) Enforce all laws and ordinances after populace has been duly informed.
(3) Establish control over all penal installations; insure utilization of acceptable control personnel.
(4) Control circulation of civilian personnel.
(5) Establish measures to control arms and ammunition, i.e., sale, possession, registration, and use.
(6) Develop plans and procedures for return of control to friendly country as soon as practicable.

m. Collects and takes into custody all arms and ammunition and other implements of war.

n. Uses military police or other tactical forces to staff police, fire protection, and penal agencies as required.

o. Keeps commander informed of level of hostility within the local populace.

p. Screens officials and other public safety personnel for suitability, and removes and replaces them as required.

8. Takes appropriate measures to plan and provide all necessary public welfare support.

a. Conducts surveys to:
(1) Determine the extent of the welfare problem.
(2) Ascertain the number and condition of welfare facilities.
(3) Determine the amount of welfare supplies needed for emergency relief.
(4) Establish the number and location of civilian welfare organizations available.
(5) Establish the number presently on welfare rolls.
(6) Determine the population of the welfare institutions.
(7) Identify existing public welfare laws.

b. Plans for use and distribution of welfare supplies from all sources.

c. Advises commander on all aspects of public welfare.

d. Assists local government in analysis of public and private institutions or construction of new ones.

e. Assists in screening local laws for suitability.

f. Estimates requirements for public welfare.

g. Plans for protection and evacuation of inhabitants of welfare institutions.

h. Establishes liaison with representatives of USAID and other agencies in the area.

i. Assists local government in:
   (1) Rehabilitation of welfare facilities.
   (2) Supervision of public and private welfare organizations.
   (3) Establishment and supervision of emergency distribution points.
   (4) Establishment of emergency centers for housing and feeding for indigenous civilians.
j. Monitors activities to assure that:
   (1) Local welfare laws are applicable and are enforced.
   (2) Local welfare institutions are adequately staffed.
k. Takes control of all welfare institutions both public and private.
l. Screens welfare institutions to insure that operating personnel are acceptable.

9. Makes plans to insure the establishment of tribunals and an effective judicial system compatible with national policy.
   a. Prepares legal studies concerning applicable U.S., host nation, and international law.
   b. Prepares studies of organization and functioning of local judicial system and bar.
   c. As required, performs functions of CA unit staff judge advocate.
   d. Advises commander concerning all aspects of law affecting CA activities.
   e. Establishes liaison with host nation judiciary and bar; with other U.S. agencies as appropriate; and with international legal organizations.
   f. Recommends modifications concerning judiciary and court system.
   g. Advises and assists host nation in drafting of legislation necessary for establishment or reestablishment of stability in administration of justice.
   h. Establishes liaison with judiciary and bar and assists in establishing, or reestablishing, functioning judicial and professional systems.
   i. Advises and assists in the drafting of legislation for the improvement of judicial administration.
   j. Assists in planning and providing for security of all judicial records.
   k. Reviews, analyzes, evaluates, and recommends suspension, abrogation, modification, amendment, or retention of current or proposed local law.
   l. Supervises the local judicial system and makes appropriate changes as needed.
   m. Reviews and evaluates local judiciary to determine adequacy of judicial system.
   n. Establishes supervision over local bar.
   o. Prepares or assists in preparation of enactments necessary to the enforcement of U.S. policy and international law.
   p. Establishes and supervises the functioning of military government courts.
   q. Establishes repositories and supervises existing repositories for legal documents.

10. Coordinates with the G1 about:
   a. Officers who will be appointed as summary court officers.
   b. Restrictions necessary for the security of the administratrative support installations.

c. Use of MPs for civil affairs activities and proper allocation between military and civilian needs.
d. Plans for receiving and safeguarding civilian internees.

11. Coordinates with the G2 about:
a. Conditions of the government, e.g., stability, reliability, capability.
b. List of reliable personnel for appointment as government officials.
c. Screening of local officials to determine their reliability.
d. Interrogation services for violators with subversive interests.
e. Restrictions necessary for the security of the command.
f. Activities of security personnel with civil affairs plan for check of restricted areas.
g. Counterintelligence data concerning caches.
h. Provision of required technical intelligence personnel.
i. Procedures for screening civilian traffic to uncover agents, saboteurs.

12. Coordinates with the G3 about:
a. Tactical situation, boundaries, jurisdiction, and plans for future operations.
b. Use of tactical forces to establish civil government and units to be used.
c. Measures required for public order and safety in forward areas.
d. Impact of using tactical units as a "security guard force."
e. Security restrictions in light of the operational situation.
f. Use of collected items by military forces.
g. Use of troops to guard large caches of ammunition, arms, etc.
h. Tactical requirements for control of civilian traffic.

13. Coordinates with G4 about:
a. Restrictions necessary to the security of the administrative support installations.
b. Numbers of civilians and internees requiring logistical support.
c. Procedures for the disposition of collected material.
d. Routes to be reserved for logistical reasons and traffic control plan.

14. Coordinates with the following Special Staff Officers:
a. The Staff Judge Advocate about:
(1) Legal advice and interpretations with respect to military justice and military affairs.
(2) Courts martial proceedings involving military personnel.
(3) Civilian witnesses for courts-martial cases.
(4) Evidence of war crimes.
b. The Provost Marshal about:
(1) Liaison with civil law enforcement agencies.
(2) Establishment and supervision of necessary law enforcement agencies.
(3) Briefings of MP personnel about legal authority over civilians, procedures for confinement, etc.
(4) Spotchecks of civilians.
(5) Cooperation with civil police, detention of internees, etc.
(6) Guards for caches, personnel spotchecks, etc.
(7) Development of a civilian traffic control plan.
c. The Adjutant General about:
(1) Orders appointing summary court officers.
d. The Transportation Officer about:
(1) Coordination of the civilian traffic control plan with the overall traffic regulation plan.

e. The Ordnance, Chemical, and Engineer officers about:
(1) Technical assistance for the collection of materiel and the establishment of collecting points.

B. Economic Activities: Civilian supply, economics and commerce, food and agriculture, and property control.

1. Determines the capability of the economy and makes plans and provisions for civilian supplies.
a. Plans for relief supplies for immediate needs of populace.
b. Determines availability of civilian supplies for military use.
c. Acquires and distributes civilian supplies in accordance with policy and applicable law.
d. Establishes and maintains civilian supply records.
e. Assures coordination of civilian and military transportation facilities for distribution of civilian supplies.
f. Assures safeguarding of essential civilian supplies.
g. Insures that civilian supplies reach their intended use and destination, and are not diverted into black market channels.
h. Determines caloric requirements of population categories such as heavy workers, children, and nursing mothers.
i. Conducts surveys of:
(1) Normal standards of living, including health and dietary factors.
(2) Agricultural and industrial patterns and effects of military operations on civilian supplies.
(3) Collection and distribution facilities handling essential supplies.
j. Advises commander concerning all aspects of civilian supply.
k. Establishes working relationship with host nation, USAID, and voluntary agency personnel who control civilian supplies.
l. Coordinates movement of supplies from USAID and voluntary agency sources, utilizing military transportation if necessary.
m. Coordinates with refugee control personnel to insure that adequate supplies are available.
n. Takes measures to salvage captured supplies and turn them over to civilian authorities for use.
o. Assists in providing security for movement of civilian supplies.
p. Prepares procedures and programs for the transition from military to civilian operation in the area.
q. Plans and supervises food rationing or controlled distribution, as required.
r. Assists in moving essential civilian supplies, particularly food and fuel, from surplus to deficit areas, as required.
s. Requisitions through normal supply channels for emergency civilian supplies not locally available.
t. Recommends supplies to be made available from existing military stocks.
u. Secures control of all governmental and commercial supply facilities and personnel until they can be screened for acceptability.

2. Makes plans and provisions for discharging the command's economic responsibilities to the civil population and its government.
a. Determines availability of local resources for military and civilian use.
b. Determines governmental structure as related to economics and commerce.
c. Develops list of key industries.

d. Determines economic controls being used.
e. Establishes liaison with government, university, and industry economists.
f. Advises commander of the effect of military operations on production and prices.
g. Conducts surveys of:
   (1) Means of production.
   (2) Channels of distribution.
   (3) Types and volume of commodities entering foreign trade.
   (4) Location of industry and raw materials.
   (5) Prices to include any commonly used indexes.
   (6) Assistance programs.
h. Establishes working relationship with USAID, Embassy, and host country and international economists.
i. Evaluates effectiveness of monetary and fiscal policies and makes recommendations when appropriate.
j. Advises commanders of measures to be taken to control inflation.
k. Conducts feasibility studies for establishment of new industry.
l. Advises and assists in the establishment of programs in:
   Export expansion.
   Industrial expansion.
   Vocational training.
   Price stabilization.
   Implementation of economic assistance programs.
m. Develops plans and programs for inputs necessary to get priority industries operating.
n. Assures that industrial plants and machinery are protected.
o. Assures that necessary raw materials can move to industry.
p. Inventories raw materials and finished goods.
q. Assists in establishing priorities to get industires operating.
r. Assists in establishing or continuing price control and rationing programs as necessary.
s. Recommends and programs for necessary economic assistance.
t. Assists in the prevention of unnecessary exploitation of economic resources.
u. Takes control of all economic and commerce offices.
v. Screens government economic and commerce officials and restores those who are acceptable.

3. Advises commander of effect of military operations on food and agricultural production and distribution.
   a. Lists key personnel involved in agriculture and food production.
   b. Determines structure of Ministry of Agriculture.
   c. Establishes liaison with technical specialists working in food and agriculture.
   d. Conducts surveys of:
      (1) Food and fiber production.
      (2) Food and fiber requirements.
      (3) Processing and storage facilities.
      (4) Marketing system.
      (5) Availability of credit.
      (6) Agricultural education.
      (7) Land tenure.

e. Establishes working relationship with USAID, host country, and international agricultural personnel.
f. Advises and assists in the establishment of programs in:
   (1) Improvement in marketing.
   (2) Livestock improvement.
   (3) Crop improvement.
   (4) Agricultural training.
   (5) Demonstration farms.
   (6) Improved irrigation.
   (7) Use of fertilizer and pesticides.
g. Assists in providing security for planting and harvesting of crops.
h. Assures that measures are taken to salvage captured food stocks.
i. Determines location of food deficit and surplus areas.
j. Plans and programs for necessary relief supplies.
k. Estimates requirements for agricultural inputs from other areas.
l. Assures that measures are taken to insure earliest possible resumption of agricultural production.
m. Assures that adequate labor is available for planting and harvesting.
n. Assures that levels of breeding livestock and seeds are maintained.
o. Assures that soil and forest resources are protected.
p. Takes control of all governmental food and agricultural offices.
q. Screens agricultural officials and restores those who are acceptable.

4. Determines the need for the procurement of real estate and property and plans for and supervises all property control procedures.
   a. Determines classifications of property to be taken into custody, if required.
   b. Analyzes civil laws pertaining to property.
   c. Formulates policy and procedures concerning custody and administration of property.
   d. Conducts survey to determine:
      (1) Private property with potential military use.
      (2) Government property with potential military use.
   e. Assures return of all property taken into custody to legal owners.
   f. Advises commander concerning all aspects of property control.
   g. Advises host nation in establishment or revision of policy and procedures concerning custody and administration of property.
   h. Advises, assists or implements establishment, reestablishment or revision of procedures concerning custody and administration of property.
   i. Screens key indigenous personnel for use in implementation of property control.
   j. Blocks and controls all negotiable assets and resources of potential military use not contained in other functional units.
5. Coordinates with G1 about:
   a. A G5 representative to assist in procurement of real estate for the main CP.
   b. Requirements for recreational facilities, e.g., leave centers, rest camps, hotels, etc.
   c. Wages, hours of employment, individual space allocations of civilian labor for administrative support and tactical units.
   d. Reports of availability of civilian personnel for labor.
   e. Impact of civil conditions on morale of military personnel.

6. Coordinates with G2 about:
   a. Information on the economy of the area.
   b. Information on supplies and resources—particularly food and oil products.
   c. Locations of fuel and ammunition dumps and depots.
   d. Screening of civilian labor hired by the G5 section.
   e. Physical condition of the area and requirements for emergency food, clothing, etc.
   f. Estimate of the effects on the military situation if emergency assistance is not provided.
7. Coordinates with G3 about:
   a. Courses of action for analysis of impact on economic structure.
   b. Elements of economic structure to be spared from destruction and protected.
   c. Use of combat engineer effort to restore economy.
   d. Special missions needed to seize local resources, dumps, or depots.
   e. Areas of future operation and type of action expected.
   f. The emergency civilian support plan so that it can be included in the psychological warfare operations.
   g. Priorities and allocations of supplies and their effects on tactical operations.
8. Coordinates with the G4 about:
   a. Service support requirements and allocation of service effort for civil affairs activities.
   b. Priority of restoring and operating elements of civilian economy concerned with military logistics.
   c. Policies concerned with requisitioning and administration of real estate.
   d. Requirements for military use of real estate.
   e. Availability of real estate for military use.
   f. Allocation of areas, billets, and facilities.
   g. Military logistics requirements for supplies and resources.
   h. Report of availability of local supplies and resources.
   i. Recommendations of procurement policies.
   j. Procedures for procurement and contracting, and purchasing and contracting (P&C) officers.
   k. Impact on local economy of procurement policy and location of procurement officers.
   l. Labor requirements for technical service units and priorities, and allocations for these units.
   m. Requirements for supplies from civil affairs stocks.
   n. Plans for movement and distribution of supplies while in military channels.
   o. Data on availability of military supplies.
   p. Recommended priorities and allocations of emergency food, clothing, shelter supplies.
9. Coordinates with the Staff Judge Advocate about:
   a. Legal supervision of procurement procedures and contracting.
   b. Labor contracts and command policies to insure compliance with legal requirements.
10. Coordinates with the Technical Service officers about:
   a. Procedures, requirements, and capabilities of the Technical Services to provide assistance to local economy.

b. Coordination of distribution of civil affairs or military supplies to the local populace.

11. Coordinates with the Artillery officers about the location of building areas, or installations to be spared from the effects of fire support.
12. Coordinates with the Engineering Officer about real estate acquisition and disposition procedures, and about locating and procurement policies.

C. Public Facilities: Public communications, public transportation, and public works and utilities.

1. Makes plans for the supervision, operation and control of all public communications required to discharge needed public activities.
   a. Conducts surveys of:
      (1) Organization and capability of postal services.
      (2) Organization and capability of telecommunications network.
      (3) Radio and television facilities.
      (4) Powers and functions of regulatory agencies.
      (5) International Communication Agreements.
      (6) Communication equipment and source of replacement parts.
      (7) Maintenance capabilities.
      (8) Availability of technical specialists.
      (9) Electronic navigational systems.
   b. Determines minimum civilian requirements for control and security in conjunction with civil defense plans and/or natural disaster.
   c. Advises commander concerning all aspects of public communications.
   d. Establishes liaison with USAID and DOD agency responsible for U.S. military communications in the geographical area.
   e. Provides technical assistance or advice to host country in:
      (1) Operation of the communication system.
      (2) Technical training programs.
      (3) Equipment modernization.
      (4) System expansion.
      (5) Maintenance programs.
      (6) Postal operation.
      (7) Protection of key facilities.
   f. Coordinates transfer of civilian communication facilities required by military forces.
   g. Determines and obtains minimum essential communications for civilian use.
   h. Restores and rehabilitates damaged facilities.
   i. Coordinates the supply, procurement, and allocation of critical materiels.
   j. Requests protection of critical facilities.
   k. Coordinates return of facilities no longer required for military use.
   l. Assists in technical training programs.
   m. Assumes full control of all civilian communications agencies.
   n. Seizes and impounds postal facilities, mail, stamps, and postal monies.
   o. Removes all officials and restores those screened and found acceptable.
2. Plans for the supervision, operation, and control of all public transportation requirements.
   a. Surveys organization, routes, and capacities of the transportation system.

b. Analyzes powers and functions of regulatory agencies.
c. Lists key personnel involved in transportation.
d. Conducts surveys of:
   (1) Transportation equipment and source of replacement parts.
   (2) Bulk fuel requirements and source.
   (3) Maintenance capabilities.
   (4) Minimum transportation requirements for civilian use.
   (5) Key facilities in the transportation network, including port, rail, air, and highway.
e. Advises commander on all aspects of public transportation.
f. Establishes liaison with host country, USAID, and other U.S. agency transportation personnel.
g. Provides technical assistance and advice to host country in:
   (1) Operation of the transportation system.
   (2) Improvement in the training program.
   (3) Equipment modernization.
   (4) Improvement of maintenance facilities.
   (5) Establishment of movement priority and movement control programs.
h. Coordinates use of port terminal operations, both sea and air.
i. Prepares plans and makes recommendations for utilization of transport facilities for civil defense in the event of enemy attack or natural disaster.
j. Determines and recommends extent of operation of civilian transportation by military agencies.
k. Assures provision of essential transportation facilities for civilian use and determines civilian facilities available for military use.
l. Recommends and arranges for protection of key transportation facilities.
m. Coordinates and assures the supply procurement, and allocation of critical materials.
n. Recommends and requests construction assistance in restoring or rehabilitating damaged facilities.
o. Assumes full control of all civilian transport agencies and functions.
p. Screens all officials and restores those acceptable.
q. Impounds all records and files.

3. Plans for the supervision, operation, and control of all public works and utilities necessary to discharge those civil activities essential to the physical and moral well-being of the area.
   a. Analyzes powers and functions of regulatory agencies.
   b. Lists key management personnel.
   c. Conducts surveys of:
      (1) Organization, capabilities, and characteristics of public works and utilities.
      (2) Power systems requirements and potential.
      (3) Waste disposal systems.
      (4) Water systems, requirements and potentials.
      (5) Supply requirements and source.
   d. Advises commander on all aspects of public works and utilities.
   e. Establishes liaison with USAID.
   f. Provides technical assistance and advice to host country in:
      (1) Operation of utilities.
      (2) Technical training program.

(3) Modernization and expansion.
(4) Protection of key facilities.

g. Prepares plans and makes recommendations for providing minimal service, e.g., water, in the event of natural disaster or enemy attack.
h. Surveys damage to essential facilities and recommends restoration priorities.
i. Recommends extent of operation of civilian facilities by military agencies.
j. Recommends allocations of utilities for civilian and military use.
k. Requests military supplies and materiels to assist in rehabilitation of public utilities.
l. Assists in initial operation of facilities returned to civilian control.
m. Provides minimum essential requirements from military sources during an emergency.
n. Removes all operating officials and restores those who are acceptable.
o. Assumes full control of all civilian public works and utilities.

4. Coordinates with the G1 about:
   a. The influence poor services will have on morale of military personnel.
   b. Allocation of public morale services (radio and TV) for military use.
5. Coordinates with the G2 about:
   a. The area of operations and how conditions influence the military operation.
   b. Security measures to be used when public communications are restored.
   c. Censorship policies for the communications media.
   d. Intelligence on health and sanitation conditions.
6. Coordinates with the G3 about:
   a. Signal, Engineer, Chemical and Aviation effort for civil assistance when tactical operations are affected.
   b. Priority and allocation of military capability for civil assistance.
   c. Use of public communications and transportation by the military.
   d. Location of vital elements to be saved from destruction if tactical situation permits.
   e. Information on future operations—particularly planned use of nuclear weapons.
   f. Use of military forces for mass sanitation effort.
   g. Location of dangerour health and sanitation areas as they might affect tactical plans.
7. Coordinates with the G4 about:
   a. Release of civil affairs stocks and supplies set aside for this purpose.
   b. Restoration of public services of particular use to the logistical support.
   c. Allocation of public service capability, e.g., transportation for military use.
   d. Availability of military supplies and emergency allocations for civilian use.
8. Coordinates with the Surgeon about:
   a. Technical assistance and advice for medical surveys, inoculations, spraying, dusting and inspections, and supply and equipment requirements.
   b. Impact of conditions on military personnel and recommendations.

9. Coordinates with the Chemical Officer:
    a. Contaminated areas and methods of decontamination, including personnel and materiel requirements.

D. Special Functions: Arts, monuments, and archives; civil information; displaced persons, refugees, and evacuees; and religious relations.
1. Determines the location of arts, monuments, and archives considered to be of value to the U.S., our allies or the civil government, and makes plans to care for and protect them.
    a. Advises the commander about protection of traditional culture, customs, and arts of an area.
    b. Recommends measures for protecting and safeguarding cultural properties such as religious buildings, monuments, and objects of archaeological, historic, and artistic value.
    c. Lists location of historic buildings, monuments, libraries, and relics.
    d. Determines guidelines on use of cultural and historic buildings for emergencies.
    e. Develops list of authorities on fine arts and archives.
    f. Prepares program and assists in troop education concerning importance of preserving arts, monuments, and archives.
    g. Develops and maintains cultural data for the area.
    h. Within command policy, assists in restoration of significant monuments and art objects.
    i. Assists in locating and returning arts, relics, monuments, libraries, and similar properties to their rightful place and ownership.
2. Advises the commander on the use of civil information to support his military operations.
    a. Develops community relations plan.
    b. Establishes liaison with U.S. and host country military and civilian information agencies and media.
    c. Keeps current information on political, economic, and sociological aspects of the area.
    d. Establishes working relationship with USIS, and with host country, international, and other civil information agencies.
    e. Advises and assists in establishing programs to:
        (1) Explain U.S. presence in host country.
        (2) Familiarize U.S. personnel with the customs and traditions of the host country.
        (3) Win the respect of the people for the U.S. and the legally constituted host government positions.
    f. Determines civil information policy of local government.
    g. Determines status of various information media capabilities.
    h. Plans and programs for assistance to existing media facilities.
    i. Surveys to assess the degree of acceptance of information being disseminated.
    j. Coordinates media protection measures used in country.
    k. Assumes control of and affords protection to all media.
    l. Suspends publications and broadcasts until resumption of operations is authorized by occupation policy.
    m. Inventories supplies of newsprint, radio, and television broadcasting equipment.
    n. Compiles and maintains list of personnel engaged in media service.

o. Establishes coordination with censorship and intelligence units.
p. Establishes bulletin boards in each center of population for posting of proclamations.

3. Determines the amount and kinds of facilities required to provide for displaced persons, refugees, and evacuees (DP, R&E).
   a. Estimates in advance probable impact of DP, R&E on operations.
   b. Plans specific measures to control movement of DP, R&E and provide emergency relief.
   c. Assures that facilities are available to meet continuing needs of DP, R&E.
   d. Advises commander on DP, R&E situations.
   e. Coordinates with intelligence agencies for collection of information from the DP, R&E.
   f. Coordinates activities of all agencies responsible for providing relief to DP, R&E.
   g. Plans for evacuation of DP, R&E to rear areas when required.
   h. Plans for ultimate disposition of DP, R&E by return to their homes, resettlement, or repatriation.
   i. In corrdination with U.S. and host country agencies and officials, determines responsibility for handling DP, R&E, and specific measures required to provide emergency relief and control of movement.
   j. Advises host country and U.S. agencies and officials concerning military operations which will create DP, R&E problems and require support.
   k. Advises and assists host country and U.S. agencies and officials responsible for operation of DP, R&E camps and relief measures.
   l. Supervises and coordinates the actions of U.S. tactical forces in controlling DP, R&E.
   m. Insures that evacuation from tactical areas is corrdinated with responsible agencies and officials.
   n. Supports actions to return, resettle, or repatriate DP, R&E within established policy.
   o. Establishes and supervises the operation of temporary and semi-permanent camps required to provide immediate emergency relief for refugees and DPs; and prevents interference with operations.
   p. In coordination with friendly country officials, determines criteria for return or resettlement of DP, R&E.
   q. Plans for and supports assumption of responsibility for DP, R&E by friendly government.
   r. Insures that intelligence screening of refugees is accomplished.
   s. Operates DP, R&E camps, as required.
   t. Resettles DP, R&E in accordance with U.S. policies and objectives.
   u. After officials are appointed and a government compatible with U.S. objectives and policy is established, assists civil government in assuming responsibility for refugees.

4. Advises the commander on the significance and impact of religions and cultures of the area and of their possible effects on military operations.
   a. Surveys religious practices, structures, physical symbols and devices, hierarchies, and major personalities.
   b. Educates U.S. troops concerning local religious customs to reduce possibility of offending.

c. Analyzes, evaluates, and recommends solutions to potential religio-cultural problem areas.
d. Maintains liaison with missionaries and local clergy.
e. Provides liaison with religious groups and, as required, provides limited assistance to and participate in beneficial activities and charitable endeavors.
f. Encourages religious freedom except where beliefs or practices threaten security of U.S. forces, or endanger lives of participants.
g. Develops areas of comparison and arbitration to lessen friction and hostility between opposed religious groups.
h. Determines general restrictions on and permitted use of religious facilities in emergencies.
i. Seeks methods of compromise between religious dietary habits and the production and distribution of foodstuffs.
j. Within command policies, assists in restoration of religious facilities and worship.
k. Assists in locating and returning religious funds and properties to the rightful ownership.
l. Formulates policy and issues civil affairs directives necessary to avert religio-cultural problems.
m. Preserves essential freedom of religion; however, curbs religious practices and beliefs which pose a security threat to U.S. forces; and removes religious leaders advocating such practices and beliefs.
n. Issues directives on the use of religious facilities.

5. Coordinates with the G1 about:
   a. Use of public information media for military personnel aspects.
   b. Use of special service troops and bands in civic programs, parades, and events.
   c. Requisitioning of skilled personnel.
   d. Procurement of local civilian personnel for psychological warfare operations.
   e. Publication of appropriate instructions for military personnel concerning treatment of arts, monuments, and archives.
   f. Impact of displaced persons and refugees on the health and morale of military personnel.
   g. Policies concerning relations between DPs and military personnel.
   h. Recommendations concerning use of MPs for handling DPs and refugees.
6. Coordinates with the G2 about:
   a. Security measures affecting civil populace and their dissemination.
   b. Psychological warfare intelligence.
   c. Screening of local civilian personnel for use in psychological warfare effort.
   d. Archives team for locating and searching archives.
   e. Safeguarding of the archives and return of the material after intelligence processing.
   f. Estimate of number of DPs and refugees to be uncovered.
   g. Location of large DP camps to be uncovered.
   h. Establishment of procedures for screening.
   i. Recommendations regarding evacuation of DPs and refugees for security reasons.

7. Coordinates with G3 about:
   a. Coordination of civil information program with psychological operations plan.
   b. Overall plan for psychological operations.
   c. Requirements for forward area.
   d. Adjustment of tactical plans to spare art, monuments, and archives.
   e. Special missions needed to seize and safeguard arts, archives, treasures, etc.
   f. Areas of future operations and type of action expected.
   g. Routes to be used for evacuation of personnel.
   h. Military units to control large unruly groups.
   i. Support for tactical operations.
   j. Location of DP centers and groups of refugees and their effects on tactical plans.
   k. Recommendations on the necessity of evacuating refugees and DPs.
8. Coordinates with the G4 about:
   a. Logistical support as required for psych warfare operations.
   b. Release of CA supplies for DPs and refugees.
   c. Provision of military supplies when authorized.
   d. Use of military transportation for DPs and refugees.
9. Coordinates with the Signal Officer about:
   a. Signal communications along the evacuation route.
   b. Restoration of radio and TV services and technical advice on their operation.
10. Coordinates with the Provost Marshal about:
   a. Security guards and the supervision of civil police in protective operations.
   b. Plans for enforcement of evacuation routes.
   c. Coordination of efforts of local law enforcement agencies.
11. Coordinates with Surgeon about:
   a. Plans for emergency treatment of DPs and refugees.
   b. Advice and recommendations on medical surveys, inoculations, dusting, etc., to safeguard health of military personnel.
12. Coordinates with the Quartermaster on distribution of released CA stocks and military supplies.
13. Coordinates with the Engineer Officer for technical advice and military assistance in the construction of DP and refugee camps.
14. Coordinates with the Transportation Officer on the evacuation of DPs and refugees by military transportation.

E. Performs the five general staff functions of: 1) providing information, 2) making estimates, 3) making recommendations, 4) preparing plans and orders, and 5) supervising the execution of orders.
   1. Prepares Civil Affairs Estimates, both written and oral, according to the following format:
      a. Statement of the Mission of the Command.
      b. The background situation and consideration of the roles of the following factors:
         (1) Intelligence data
         (2) Tactical requirements
         (3) Personnel situation
         (4) Logistical situation

(5) Logical assumptions
(6) Civil affairs situation

c. Analysis of the civil affairs factors for each tactical course of action in light of the governmental, economic, public facilities, and sociological areas.
d. A comparison of the courses of action.
e. Conclusions in light of the following:
(1) Can the operation be supported?
(2) Which course of action can best be supported?
(3) Disadvantages of other courses of action.
(4) Major deficiencies.

2. Translates the commander's decisions into plans and orders, or instructions, pertaining to civil affairs for subordinate units by one of the following actions:
a. Writing the civil affairs annex for the G3 Operations Plan or Order, or the G4's Administrative Order.
b. Writing the necessary portion on civil affairs for Paragraph 4 of the Operations Order, of Paragraph 5 of the Administrative Order.
c. Preparing a civil affairs annex to the SOP if required (routine CA instructions are usually a paragraph or two in the SOP).
3. Supervises and coordinates the execution of the civil affairs aspects of the Operations or Administrative Orders, advises on methods of implementing, and checks to see orders have been carried out.
4. Maintains the following Civil Affairs records and files:
a. Civil Affairs Journal—an official chronological record of events, e.g., important messages, visits, conference results, orders, and phone calls are recorded as they occur (for format, see Ex. 43 in ST 101-5-1).
b. Civil Affairs Workbook—information in an orderly, indexed manner—sorted and classified—that is needed for the preparation of the periodic civil affairs report (Ex. 44 in ST 101-5-1).
c. G5 Situation Map—a detailed map containing the location of CA units, military and political boundaries, seats of government, civilian or refugee collection points, evacuation routes, location of civilian supplies and resources, off-limits areas and other areas requiring special measures for law and order.
d. G5 Policy File—summary of the current policies of the commander and higher headquarters, and of the basic operating principles of the G5 section. It should assist in the routine operation of the section and help in the indoctrination of new G5 staff personnel. (G5 files are more detailed than those of other sections because of the complex legal nature of CA operations.)
5. Prepares the Periodic Civil Affairs Report and the Command Report as required.
a. Periodic Civil Affairs Report (format given in Fig. 36, ST 101-5-1) prepared by the G5 to cover a period of 1, 2, or 4 weeks, as specified by higher headquarters. This report furnishes information on the following topics:
(1) Areas of jurisdiction.
(2) Locations of units.
(3) Results of operations.
(4) Area and political intelligence.

(5) Actions taken.
(6) Serious problems in the various functional specialties.
(7) Recommendations and requests necessary to accomplish objectives.

b. Command Report (format given in Fig. 38, ST 101-5-1)—submitted on a quarterly basis by all commanders in the combat zone down to division or battalion level. G5 provides the necessary information, evaluations and recommendations concerning all civil affairs operations for the quarter.

6. Organizes and supervises the G5 Section (if authorized) and supervises the civil affairs units placed in support of, or attached to, the command in the combat zone (CA command support units are normally provided on the basis of a company for division, a battalion for corps, and a brigade (FASCOM) for army).

7. Organization of the Division G5 Section (TOE 7-4G)

G5	Lt Colonel	08105
Asst G5	Major	08105
Admin Supervisor	E7	71U40
Clerk Typist	E4	71B30
Lt Truck Driver	E3	71A10
Lt Truck Driver	E3	71A10

Appended section III. *Specific Duties* (FM 101-5, *Staff Organization and Procedure*, June 1968)

III. Specific Duties (FM 101-5, Staff Organization and Procedure, June 1968)

A. Advising, assisting, coordinating, and making recommendations that relate to CMO to include the civil affairs (CA) and psychological aspects of current or proposed operations.
B. Preparing plans and recommending policies and procedures for CMO activities, including military government, when appropriate.
C. Preparing estimates and conducting studies and analyses for CMO activities.
D. Preparing the portions of operation and administrative/logistics plans and orders concerning CMO activities.
E. Determining the requirements for resources to accomplish CMO activities of the command to include CA and PSYOP units and personnel.
F. Staff supervision of CA and PSYOP units that are attached or under operational control of the command and of CMO activities of other units of the command.
G. Coordinating procurement of indigenous resources.
H. Coordinating CA functions of command in the field of government, economics, and sociology.
I. Recommending CA policy concerning obligations between civil and military authorities arising from treaties, agreements, international law, and U.S. policy.
J. Advising on matters pertaining to the civil population, local government, institutions, economy, and economic resources available for military use.
K. Coordinating civil support for tactical and combat service support operations and for preventing civilian interference with these operations.
L. Coordinating and supervising community relations for the command in theaters of operations.
M. Coordinating military support of populace and resources control programs.
N. Advising on CBR plans and operations impacting on CMO.

O. Evaluating enemy PSYOP efforts in order to identify vulnerabilities and to measure the effectiveness of friendly propaganda.
P. Providing technical advice and assistance in the reorientation of defectors and prisoners of war.
Q. Establishing and maintaining close and continuing relations in support of other U.S. Government agencies having proponency for CMO related activities, and effecting necessary coordination to insure adherence to policy and integration of effort.
R. Coordinating military support of civil defense in the area of operations.

Appendix B

COMBAT JOB REQUIREMENTS FOR COMMAND AND STAFF PERSONNEL AT THE UNIT STAFF LEVEL

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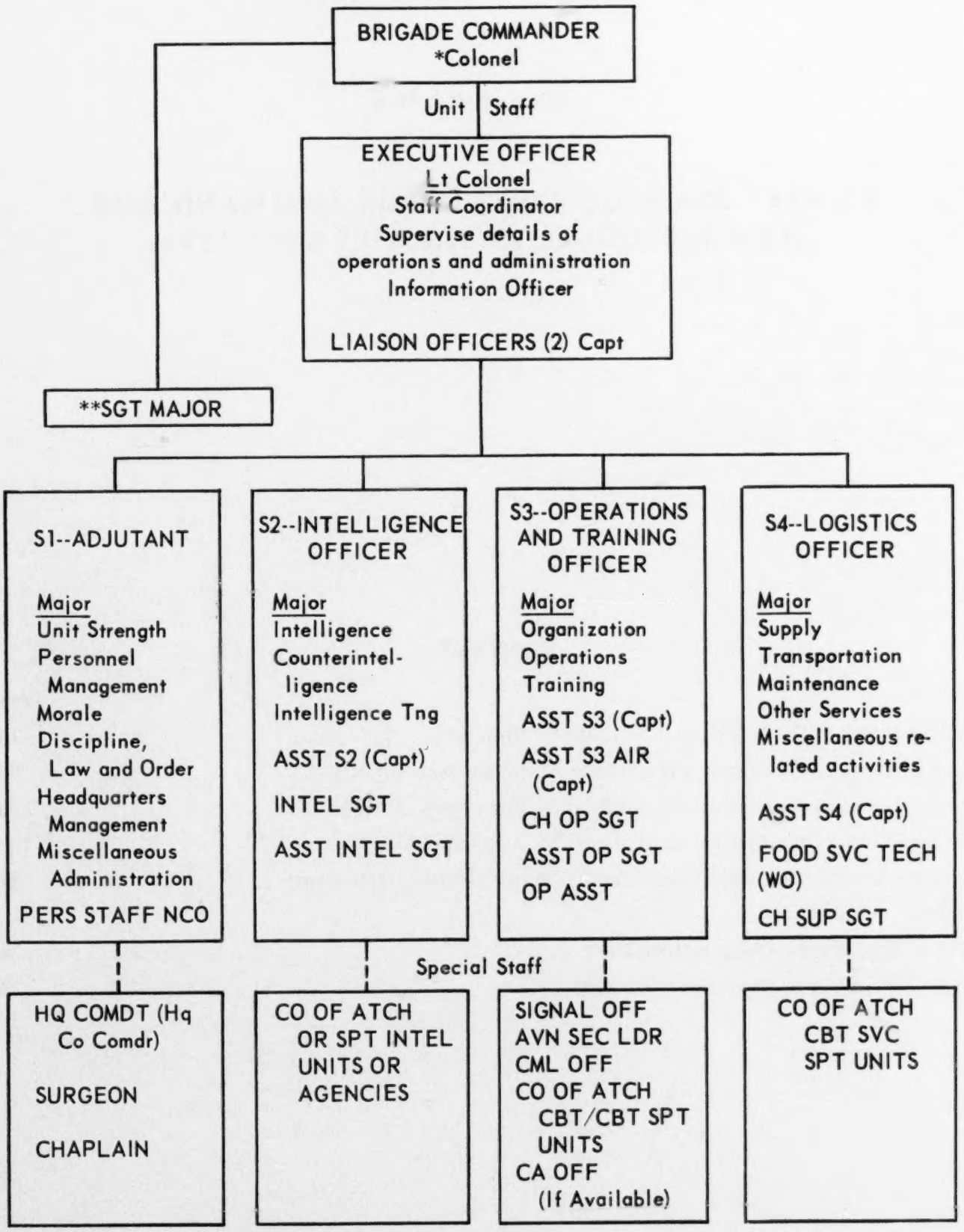
ORGANIZATION CHART, BRIGADE STAFF



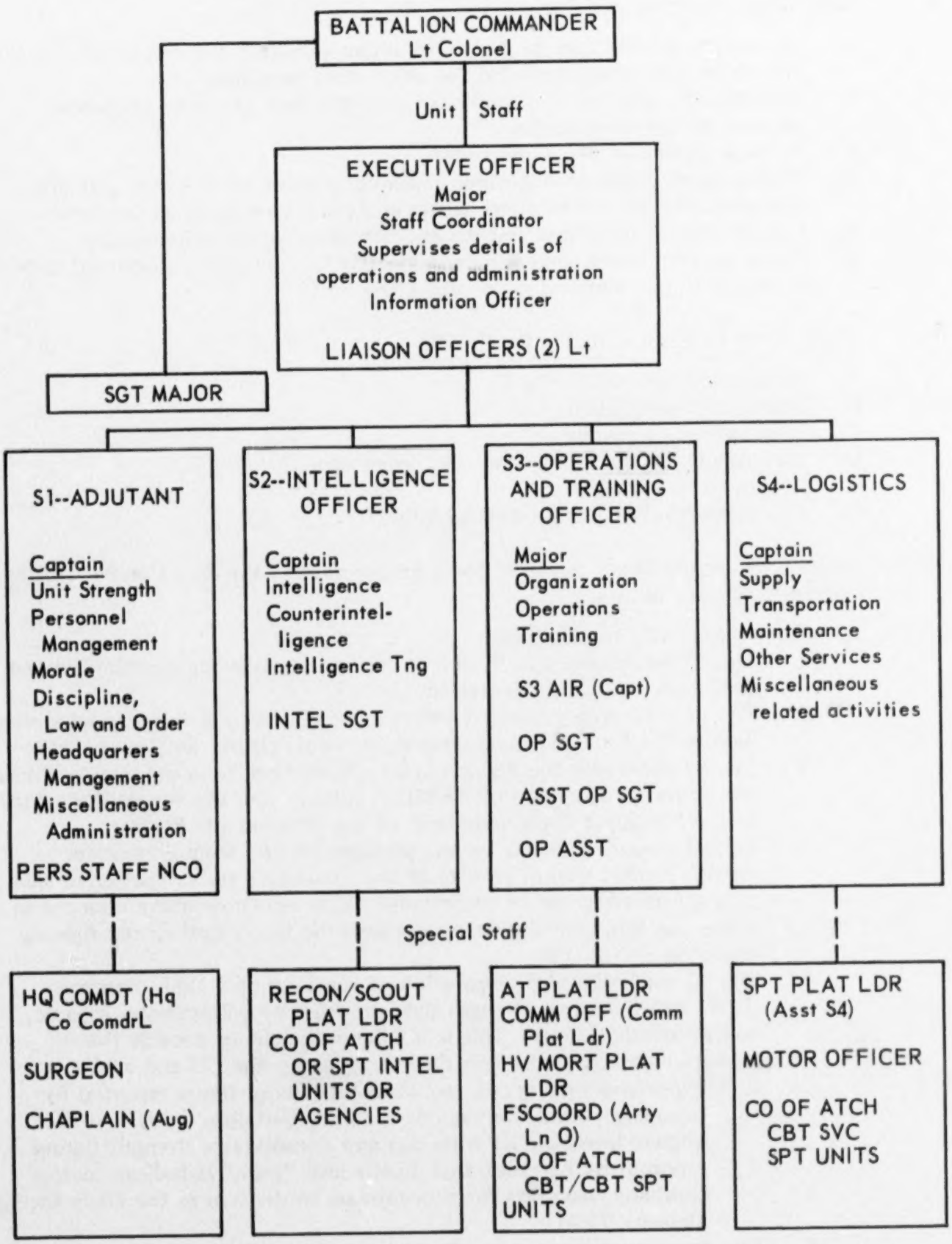
LEGEND:_ _ _ Unit Staff responsibility for staff supervision

*Brigadier General when authorized by DA

**In separate Brigades, Sgt Major is a member of the XO's section: however, he still works under the supervision of the Bde Comdr.

Figure B-1

ORGANIZATION CHART, BATTALION STAFF



LEGEND:— — — Unit Staff responsibility for staff supervision.

Figure B-2

Combat Duties of the Brigade and Battalion S1 (Adjutant)

I. Staff Responsibilities and Functions

A. Secures all information on personnel activities within the command, for the benefit of the commander and the other staff members.
B. Provides estimates on unit personnel strength, and advice on personnel matters, to the commander.
C. Prepares personnel plans and orders.
D. Translates all decisions regarding personnel matters into orders, and then supervises the execution of all orders and plans pertaining to personnel.
E. Coordinates all personnel matters and activities for the commander.
F. Makes recommendations to the commander for changes in plans and orders pertinent to personnel matters within the unit.

II. Major Areas of Responsibility for the S1

A. Maintenance of unit strength
B. Personnel management
C. Maintenance of morale
D. Maintenance of discipline, law, and order
E. Headquarters management
F. Miscellaneous duties and responsibilities

III. Under Each of the Major Areas of Staff Responsibility, the S1's Combat Duties and Tasks are as Follows:

A. Maintenance of Unit Strength:
1. The S1 establishes an effective system to provide the commander and staff with strength information.
2. The S1 interprets personnel records and reports and summarizes strength data in the form of charts, graphs, or short, clearly written reports.
3. The S1 supervises the collection of information from the companies of the battalion by means of FEEDER reports, and the forwarding of these to the Personnel Service Division of the Division AG Section.
4. The S1 consolidates the on-line strength reports from companies to provide a daily overall picture of the battalion's status (Battalion submits information copies to Brigade). This tells how many men are in battle position and how many are assisting in controlling the fighting elements.
5. The S1 supervises the preparation of the Personnel Daily Summary (PDS) which records strength data reported by subordinate, organic, and/or attached units. This is usually sufficient to provide the authorized/assigned strength data required by the CO and staff.
   a. Supervises sorting out and consolidation of figure reported by company teams into organic units (at battalion level). At the brigade level, the S1 sorts out and consolidates strength figures reported by battalion task forces into "pure" battalions and/or company-size units for transmission to division in the Daily Strength Message (DSM).
6. The Battalion S1 supervises the collection of company/company team DSMs and checks to insure that losses, gains, PWs captured

and evacuated for all companies and attached elements are reported.

a. The Battalion S1 then sorts and consolidates all reports from companies/teams and enters strength figures on Battalion PDS.
b. The Battalion S1 then prepares the Battalion/Task Force DSM, and transmits to Brigade the consolidated battalion totals and attached unit totals (by separate line numbers).

7. The Brigade S1 sorts and consolidates reports from the Battalion/Task Force headquarters to obtain "pure" battalion and company strength figures for the Brigade PDS. Brigade S1 then supervises transmission of the Brigade DSM—by separate line numbers—for the Brigade headquarters and headquarters company, attached battalions and companies.
8. The S1 assembles and prepares the Periodic Personnel Report (PPR) whenever directed. This report gives the commander and staff a periodic recapitulation of all facts pertaining to personnel activities within the command. In this report, the S1 covers:
   a. Unit strength
   b. Personnel management affairs
   c. Morale
   d. Discipline, law, and order
   e. Headquarters management
   f. Miscellaneous matters assigned to the S1 by the commander.
      (1) In preparing the PPR, the S1 uses all his records including the PDS, staff journal, work book, and all recurring and routine reports from higher and lower headquarters.
9. The S1 prepares all necessary casualty reports including 1) battle casualties, 2) non-battle casualties, 3) reportable cases, i.e., non-battle deaths, non-battle missing, and non-battle sick and injured.
   a. In so doing, the S1 supervises the collection of Casualty Feeder Reports (DA Form 1156), Witness Statements (DA Form 1155), and solicits casualty data from all available sources: company personnel medical installations, MP straggler reports, graves registration personnel. Submits reports as soon as possible after receipt and verification of information. (May suspend reporting for 6 days if SOP so prescribes, in order to verify status. All such cases, however, are reported in the PDS and DSM for strength accuracy purposes.)
10. The S1 collects and records radiation exposure data from the subordinate battalion/task force units and informs the commander and staff of the subordinate units' potential to operate in contaminated areas.
    a. The S1 also makes recommendations to the CO for assignment of individual replacements based on their degree of exposure.
    b. The S1 interprets the platoon radiation reports against established radiation dose criteria categories
       (1) Full Remaining Radiation Service (FRRS)
       (2) Limited Remaining Radiation Service (LRRS)
       (3) No Remaining Radiation Service (NRRS)
       and determines how many are in each category.
    c. The S1 maintains the Radiation Dose Status Chart by platoon-size units, posting daily by the month, considering both the number of rads received by the platoon and the period of time over which the dose was received.

d. The S1 posts the platoon's radiation history in the "remarks" column, and assigns the proper radiation category to the company based on the status of the bulk of its platoons.
e. The S1 provides to the Battalion S3 the percent of the battalion and each attached unit in each category of FRRS, LRRS, and NRRS.
f. The S1, in coordination with the S3, recommends to the commander the assignment of replacements to the units of the command based on the unit's radiation history.

11. The S1 institutes formal requisitioning procedures through S1 channels, e.g., Brigade S1 and Division G1, for personnel replacements after coordinating with S3 and appropriate special staff officers to determine battalion replacement priorities.
12. The S1 then informs the Adjutant General (GT) of the priority of replacement assignments to the companies.
13. The S1 coordinates with the S4 for transportation of replacements from the division replacement detachment, located in the division rear echelon as directed by the Division AG, to an appropriate point in the brigade area.

B. Personnel Management.

1. The S1 uses the individual personnel records—Enlisted Qualification Record (DA Form 20), Officer Qualification Record (DA Form 66), and MOS Code—in establishing and computing manpower requirements for tactical war plans and in classifying and distributing personnel.
2. The Battalion S1 supervises the Personnel Staff NCO (PSNCO), who advises and assists company commanders on classification and assignment procedures (prescribed in AR 600-200), and who maintains liaison with the Personnel Service Division of the AG Section to insure battalion requirements are made known and accomplished.
3. The Battalion S1 plans, coordinates and supervises all matters pertaining to the administration and evacuation of prisoners of war. In doing this, the S1:
   a. Prepares a plan for the handling of prisoners from the time of capture until evacuation from the battalion to the forward division collecting point in the brigade area.
   b. Coordinates with the S2 to make available prisoners for interrogation.
   c. Coordinates with the S3 for guards to evacuate prisoners.
   d. Coordinates with the S4 for feeding, transporting and speedy evacuation of special prisoners.
   e. Coordinates with the surgeon for treatment and evacuation of wounded prisoners through medical channels.
   f. Coordinates with the Headquarters Commandant for guarding prisoners of war and for the location of the PW collecting point.
4. The Brigade S1 coordinates the supervision and control of the forward division PW collecting point (in his brigade area) with the unit staff, the Battalion S1, and the supporting MP platoon leader.
5. The Battalion S1 is responsible in combat for the use and management of indigenous labor on a voluntary basis as supply bearers, litter bearers, and general laborers—thus releasing military personnel for combat duty. S4 will use these people, but the S1 handles their administration.
   a. The S1 or his representative requests such needed civilian labor, through the Division G1.

b. The S1 supervises the work of the battalion labor officer who performs the duties of a civilian personnel officer.

C. Maintenance of Morale.

1. The S1 seeks out problem areas adversely affecting morale and esprit and initiates recommendations for positive action to correct the contributory causes.
2. The S1 makes observations during visits to subordinate units, looking at such morale indicators as the following:
   a. Combat efficiency
   b. Appearance and courtesy of unit personnel
   c. Personal hygiene
   d. Care of equipment
   e. Messing facilities and living quarters
   f. Adequacy and suitability of rations
   g. Care of casualties
   h. Response to orders
   i. Use of recreational facilities
   j. Attitudes of leaders toward subordinates
   k. Use of religious facilities
3. The S1 checks the following reports as indicators of morale:
   a. AWOLs and desertions
   b. Arrests and apprehensions
   c. Punishments (courts-martial and Article 15, UCMJ)
   d. Requests for transfer
   e. Malingerers
   f. Sick-call rates
   g. Stragglers
   h. Self-inflicted wounds
   i. Pilfering
   j. Improper use of rations
   k. Chaplain reports
4. The S1 plans, supervises, and maintains a sound personnel service program (this requires real ingenuity, resourcefulness and imagination in combat up at the front), emphasizing and using such techniques as:
   a. Leaves, passes, and rotation. Recommends use of these by commanders when needed.
   b. TDY. Here the S1 provides quotas for units in proportion to their needs in Rest Camps, Rest Areas, Recreation Centers, and Leave Areas.
5. The S1 prepares plans for postal service within the battalion and supervises the Battalion Postal Officer.
6. The S1 plans and establishes the unit athletic and recreation program in close coordination with the Division G1, the Special Services Officer, the Brigade Chaplain, and Red Cross personnel.
7. The S1 supervises the operation of the Army Exchange (PX) Service within the battalion. (Obtained from Division Exchange Officer and sold from a central location or allocated to each company that operates own PX.)
8. If combat or field conditions prohibit PX operation, the S1 coordinates with the Battalion S4 for a free issue of toilet articles, tobacco, matches, candy, etc.

9. The S1 ensures that all battalion personnel are aware of services offered by the American Red Cross, and of the procedures for using them.
10. The S1 ensures that all personnel are aware of the service rendered by Army Emergency Relief, and of the procedures for getting assistance from the agency.
11. The S1 assists the Battalion Commander in carrying out the awards and decorations program. Specifically, the S1:
    a. Prepares and publishes—after the commander's approval—the battalion decorations policy.
    b. Issues instructions to all officers and NCOs to ensure that they are familiar with the decorations policy.
    c. Processes recommendations for awards and decorations; checks the original recommendation and the proposed citation for correct format and completeness, and presents them to the Battalion Commander for his recommendation of approval or a board of officers gives all recommendations a final study and then presents them to the Battalion Commander with a recommendation for approval or disapproval, paying particular attention to:
        (1) The fact that the decoration fits the act
        (2) The decorations are awarded on a fair and impartial basis
        (3) The recommendations are processed as expeditiously as possible.
12. The S1 plans, coordinates, and supervises all graves registration activities and in so doing coordinates with the following in preparing his plan:
    a. The Battalion S2 for disposition of intelligence items on enemy dead.
    b. The Battalion S4 for transportation of dead to the brigade collection point and disposition of personal effects.
    c. The Battalion Surgeon for prompt removal of dead from aid station to brigade collection point, and changes in casualty reports, e.g., wounded to died.
    d. The Brigade S1 about location of division graves registration collection point in the Brigade Trains Area, and assistance and staff advice on graves registration problems.
    e. The Chaplain for appropriate religious services.
    f. The collection and evacuation section for casualty reporting data and missing-in-action cases.
    (Division G1 coordinates and supervises all matters pertaining to graves registration within the division.)

D. Maintenance of Discipline, Law, and Order.
1. The S1 keeps the commander informed on all matters affecting the state of discipline and recommends measures to maintain or improve discipline.
2. The S1 investigates individual cases involving losses of manpower due to trials, punishments, and confinement, and recommends steps to keep such losses to a minimum.
3. The S1 takes supervisory steps to ensure that regulations are enforced, respect for authority is preserved, and adverse conditions for discipline are held to a minimum.
4. The S1 checks the Unit SOP to ensure that nuclear warfare considerations regarding protective measures for individuals, units and installations, dispersal of units, maximum size of troop formations and assemblies, wearing protective clothing, and fallout hazards—all things requiring high unit and individual discipline—are covered in a clear and thorough fashion.

5. The S1 periodically consults disciplinary reports and statistics to gauge the extent of discipline within the command, including such indicators as AWOLs, desertions, requests for transfer, court-martial offenses, arrests by local police, lack of care of equipment, sloppy dress and quarters, carelessness in dress and saluting, failure to follow orders, directives, etc.
6. The S1 periodically confers with members of the unit staff and special staff about disciplinary problems.
7. The S1 periodically visits the commanders and officers of subordinate units to obtain information enabling him to evaluate the state of discipline within the command.
8. The S1 assists the commander in maintaining law and order by:
   a. Coordinating with the G1 and special staff officers such as the PM, IG, and SJA, so he can inform the commander and subordinate commanders of trends and special problems.
   b. Recommends crime preventive measures such as:
      (1) Emphasis on sound leadership at all echelons
      (2) Orienting the soldiers on obligations, responsibilities, and privileges
      (3) Ensuring that personnel have opportunity to voice complaints and get fair treatment
      (4) Reasonable and fair leave policies
      (5) Adjusting disciplinary measures to local conditions
      (6) Using private rebuke and counsel in case of minor offenses
      (7) Holding ceremonies and programs to develop unit pride and a sense of personal accomplishment
      (8) Using suggestion, advice, and tactful criticism to keep men out of trouble.
9. The S1 will assist the commander in dealing with and preventing the occurrence of special criminal activities such as:
   a. Smuggling and black market operations
   b. Pilferage of supplies
   c. Currency manipulation
10. The S1 aids the commander in matters pertaining to the administration of military justice by:
   a. Maintaining an up-to-date military justice policy file containing copies of all directives from higher headquarters relating to the administration of military justice.
   b. Planning—in conjunction with the S3—the military justice training program.
   c. Advising and assisting subordinate unit commanders in the preparation of charges and allied papers—including procurement, preparation and distribution of appropriate forms.
   d. Examining all charges received by unit headquarters to ensure that they are complete and correct in all respects, and making recommendations to the Battalion (or Brigade) Commander as to the action that should be taken.
   e. Executing the commander's orders with respect to court-martial matters including where appropriate: preparing endorsements, referring charges for trial or investigation, arranging for taking of pretrial depositions, restraining of the accused, examining of accused by a medical board to determine his physical and mental fitness.

f. Preparing orders appointing court-martial members.
g. Keeping records of the processing of all charges and court-martial cases pending, to avoid unnecessary delays.
h. Checking guard or confinement reports, military police reports, and Morning Reports of units to determine if charges are promptly preferred against personnel arrested or confined, and whether proper action is taken in other cases.
i. Assisting the trial counsel in getting and preparing a courtroom, finding witnesses, interpreters, orderlies, and notifying members of court of the time of the trial.
j. Assisting the trial counsel in preparation of records of the trial, certificates of correction, and records of revision proceedings, including furnishing of necessary clerical help.
k. Examining the trial record for clerical and substantive errors, and recommending action to the commander. Involves checking the appropriate items in the Court-Martial Data Sheet (DD Form 494).
l. Preparing and distributing appropriate court-martial orders and announcing results of trial.
m. Arranging and forwarding records of trial by summary and special courts-martial to the general court-martial authority.
n. Disposing of records of trial by the summary and special courts-martial.
o. Maintaining close liaison with the Staff Judge Advocate.

E. Headquarters Management.
1. The S1 controls the organization and displacement of the command post (consisting of commander, unit staff, special staff, liaison personnel from attached and supporting units, and vehicles and equipment required to operate the CP).
2. The S1, in conjunction with the S3, S4, Headquarters Commandant, and the Communications Officer, selects the CP site and plans the internal arrangement of the elements of the CP.
3. In selecting the CP site to optimize control of subordinate and supporting units, the S1 considers the following factors:
   a. Type of tactical operation.
   b. Routes of communication.
   c. Signal communications.
   d. Space requirements—e.g., dispersion of CP installations, Headquarters and Headquarters Company support elements, motor pool, officers' and EMs' mess, and helicopter pad.
   e. Concealment and cover.
   f. Security.
   g. Aircraft—e.g., helicopter pad.
4. The S1 recommends a new general location and time for movement when a displacement of the CP is needed. In doing this, he carries out the following coordination:
   a. With the S2 for weather forecast, road conditions, enemy situation.
   b. With the S3 for troop dispositions, tactical plans, road priority, and time the new area will open.
   c. With the S4 for transportation and logistical considerations.
   d. With the Communications Officer about communications requirements.
   e. With the Headquarters Commandant about movement of CP, security precautions and guides, and departure time of quartering party. (The

quartering party is the Quartering Officer (either the S1 or Headquarters Commandant), Communications Officer and EM assistants who set up things.)

5. The S1 operates in the CP in the location, with the S4 near the message center.
6. The S1 supervises the Headquarters Commandant who is responsible for the CP security and the training of CP security personnel.

Non-Combat Duties of the Brigade and Battalion S1 (Adjutant)

I. The S1 plans and supervises the command programs for

A. Educational Development
B. Unit Funds

Combat Duties of the Brigade and Battalion S2 (Intelligence Officer)

I. Executive Staff Responsibilities and Functions

A. The S2 provides the commander and the staff with information and intelligence, and submits conclusions and recommendations based upon this intelligence.
B. The S2 prepares intelligence reports, and the intelligence portion of the operations plans and reports.
C. The S2 plans for the continuous production of combat intelligence.
D. The S2 plans for and provides effective counterintelligence measures for the command.
E. The S2 provides all of the needed intelligence training and required security measures within the command.
F. The S2 organizes for continuous operations during combat by mutual arrangement with the S3—even performing S3's duties whenever necessary.

II. Major Areas of Responsibility for the S2

A. Collects, evaluates, and interprets combat information to produce combat intelligence.
B. Conducts and supervises all counterintelligence measures.
C. Prepares intelligence estimates on a continuing basis for normal and airborne, airmobile, and amphibious operations.
D. Plans for and supervises the conduct of combat surveillance for his unit.
E. Plans, conducts, and supervises intelligence and counterintelligence training.
F. Monitors the requisitioning and distribution of maps and aerial photos.
G. Prepares and maintains intelligence reports, records and summaries, including keeping the situation map up to date.
H. Provides intelligence for all counterguerilla operations.

III. Under each of the major areas of responsibilities, the combat duties and tasks are as follows:

A. Production of Continuous Combat Intelligence.
1. The S2 develops a collection plan as part of the intelligence cycle.
a. Prepares a collection work sheet to aid in translating EEI and orders and requests for information to include:
(1) The EEI and other intelligence requirements usually in question form.
(2) Indications pertinent to the EEI.
(3) Specific information needed in connection with each indication.
(4) A list of all available collection agencies.
(5) If not stated in Unit SOP, the place and time the information is to be reported.
(6) A remarks column to indicate progress and notes for future action.
b. Recommends the Essential Elements of Information (EEI) and other intelligence requirements, e.g., enemy capabilities, terrain, etc.
c. Determines the indications, i.e., those activities or characteristics of area of operation which answer the requirements—such as enemy vulnerabilities, weaknesses, etc.
d. Determines specific items of information which will show presence of or absence of each indication, e.g., location of enemy artillery positions.

e. Determines and selects collection agencies to provide the needed information—considering capability, suitability, multiplicity and balance.
f. Prepares and dispatches orders and requests to the selected collection agencies (e.g., "Report by type, location, and size any unit involved in drills or rehearsals—particularly river crossings—in the aggressor rear areas"). Also, briefs attached reconnaissance units and interrogation teams.
g. Follows up orders and requests to insure that they are carried out thoroughly and that collection is continuous.

2. The S2 monitors and supervises the collection of information about the mission, using all pertinent and available sources of information, e.g., enemy activity, prisoners of war, captured documents and materiel, imagery, maps, weather forecasts reports, and civilians.
   a. The S2 supervises and monitors the formal, specialized collection agencies organic to his unit, e.g., rifle companies, reconnaissance platoon, ground surveillance section, forward observers, fire detection center (FDC), communications platoon, and others.
   b. The S2 makes himself knowledgeable of the specialized agencies available at division and higher levels, and acquaints himself with their capabilities and limitations. Some of these higher levels are:
      (1) Aerial surveillance and target acquisition platoon (ASTAP) at division.
      (2) Long-range patrol company at corps and provisional LRP at division.
      (3) Military Intelligence Detachment at division, with its Order of Battle (OB) Section.
      (4) Imagery Interpretation Section under Division G2 Air.
      (5) Interrogation Section—physically near the division PW point.
      (6) Counterintelligence Section at division or 2-man team at brigade.
   c. The S2 follows up his collection orders and requests to ensure that they are adequate to provide the information needed, and that all collection agencies and means are used.

3. The S2 processes the collected information by recording, evaluating and interpreting the data in the following steps:
   a. Recording the data in the following places, *after all necessary action the data requires is accomplished:*
      (1) The Unit Journal
      (2) The Situation Map
      (3) The S2 Workbook
      (4) The Intelligence Files
   b. The S2 evaluates the information to decide whether or not it has intelligence value via determining the pertinence, reliability, and accuracy of the data for the unit's mission. In so doing, the S2:
      (1) Examines the information to determine its relevance and value.
      (2) Weighs the reliability of the information in terms of his personal knowledge of and experience with the reporting agency or source.
      (3) Judges the accuracy of information by comparing it with other data known to be accurate, by checking its internal consistency, its reasonableness in terms of enemy doctrine.
   c. The S2 interprets the information by determining the significance and meaning of the information with respect to already existing

combat intelligence. This is done by means of the simultaneous use of three methods:

(1) Analysis—what does the data mean?
(2) Integration—combining the elements of the information to form a logical picture.
(3) Deduction—what does the data mean in terms of the enemy situation and our area of operations?

4. The S2 disseminates (and uses disseminated intelligence from above) the combat intelligence in terms of the needs of the user, his resources for handling the material, and the capabilities of the existing communications system.

a. The S2 disseminates intelligence to subordinate and adjacent units by means of reports, briefings, operational plans and orders, and maps. These primary means are:

(1) Intelligence Estimate—normally presented orally
(2) Spot Reports
(3) Intelligence Summary (INTSUM)
(4) Operations Orders (see below)
(5) Intelligence Annex
(6) Briefings and Conferences

b. The S2 prepares Paragraphs 1A and 3 of the Operation Order in such a manner the S3 can insert it without further editing. The S2 prepares Paragraphs 1A and 3 in the following sequence and manner:

Paragraph 1A: Situation

(a) Enemy Forces:

1) Items pertaining to the enemy situation, e.g., disposition, composition, strength, morale, supply status
2) Enemy capabilities
3) Enemy's most probable course of action

Paragraph 3 (Final Subparagraph of Execution):

(b) Coordinating Instructions:

1) Orders and requests for information (related to the EEI):
   a) _____
   b) _____
   c) _____
2) Counterintelligence measures
   a) _____
   b) _____

c. The S2 knows the format and how to use the intelligence annexes routinely issued with the Operation Plans and Orders from division and above (rarely issued at brigade and battalion levels).

B. Conducts and Supervises All Counterintelligence Measures.

1. The S2 at the battalion and brigade levels plans, conducts, and supervises all security control measures—both offensive and defensive—designed to safeguard information, personnel, materiel and installations against espionage, sabotage and subversive activities, and all hostile intelligence efforts of the enemy.

a. The S2 applies denial measures whenever and wherever appropriate, including:

(1) Secrecy discipline—restricting plans, etc., to those who need to know
(2) Document security—classification procedures

(3) Camouflage and concealment
(4) Communications security
(5) Military censorship (less Field Press Censorship)
(6) Counterreconnaissance

and materiel, procedures for classifying, recording, controlling and destroying all classified materials; and knows the overall provisions for maintaining security of classified material.

b. The S2 employs detection measures to expose and neutralize the enemy intelligence effort, including:
   (1) Aerial and ground reconnaissance
   (2) Investigation of personnel—knows loyalty checks and security clearances procedures
   (3) Civilian pass system
   (4) Establishing of challenge and password techniques
   (5) Requests electronic sweeps from Division G2 for classified briefing areas, periodically

c. The S2 employs deception measures to decieve the enemy about our plans and intentions, recognizing the target of the deception effort, a reaction timetable, and provision for approval by higher commanders and coordination with adjacent units. The S2 uses ruses, dummy positions, fabricated information, feints, raids, demonstrations, etc., in achieving these ends.

2. The S2 uses all the counterintelligence agencies, e.g., individuals, intelligence specialists, the unit, the Intelligence Corps teams, as effectively as possible in accomplishing the following tasks:
   a. Expanding or improving security control measures
   b. Security training and indoctrination
   c. Perimeter security—including dismount points
   d. Protecting restricted areas
   e. Improving camouflage measures
   f. Checking use, control, and dissemination of passwords and countersigns
   g. Checking blackout security within CP areas
   h. Investigating incidents of suspected espionage and sabotage
   i. Checking former CP locations to ensure nothing left behind
   j. Screening refugees, displaced persons (DPs) and prisoners for counter-intelligence purposes
   k. Screening records of abandoned enemy CPs for documents of intelligence value
      (1) Conducts and supervises unit censorship whenever necessary.

C. Prepares Intelligence Estimates on a Continuing Basis.
   1. The S2 is responsible for preparing the intelligence estimate (a logical, orderly, examination of facts concerning the area of operation and the enemy in order to determine the effect they will have on the accomplishment of the mission) on a continuing basis.
      a. In preparing the intelligence estimate, a logical five-paragraph format is usually followed:
         (1) Mission
         (2) The Area of Operation—weather, terrain, etc.
         (3) The Enemy Situation—disposition, composition, strength, etc.
         (4) The Enemy Capabilities—enumeration, analysis, and discussion
         (5) Conclusions—best use of terrain, probable courses of action, vulnerabilities

b. In formulating the estimate, the S2 keeps it mission-oriented.

c. In analyzing the Area of Operation, the S2 determines and identifies for the commander those characteristics of the area which are favorable or unfavorable to the accomplishment of the mission. In preparing the analysis, the S2 considers the effects of weather and terrain and all other factors that might influence the mission.

(1) In analyzing the *weather*, the S2 considers existing and forecasted conditions to determine the effects that weather may have on military operations. Weather elements such as temperature, wind, precipitation, clouds and humidity as they affect:

(a) Visibility—fog, clouds, wind direction, rain, sleet, snow and smoke.

(b) Trafficability—rain and soil trafficability, frozen soil, and wind-dried soil.

(c) Men and Equipment—effects of weather vary with level of troop acclimatization, discipline, and training and type of equipment being used.

(d) Light Data—S2 knows the terms describing twilight:

(12 degrees—BMNT—Beginning of morning nautical twilight

(6 degrees—BMCT—Beginning of morning civil twilight

((Enough light is available to conduct large scale

Position of sun below horizon (operations here. Daylight for practical purposes)

(6 degrees—EECT—End of evening civil twilight

(12 degrees—EENT—End of evening nautical twilight

((Vulnerability and close coordination limited to

(about 400 meters)

(2) In analyzing the *terrain*, the S2 considers the five military aspects:

(a) Observation and Fire—S2 is concerned with the use of 1) visual surveillance and surveillance devices; 2) flat trajectory or indirect fire weapons from point of view of both friendly and enemy sources.

(b) Concealment and Cover—S2 is concerned with 1) protection from observation and 2) protection from hostile fire: woods, snowdrifts, underbrush, tall grass, etc.; or trees, rocks, ditches, caves, quarries, buildings, walls, RR embankments, etc.

(c) Obstacles—S2 looks for any natural or artificial terrain feature that could stop or impede the military movement. Consideration of obstacles is influenced by mission: defense or offense; advantages or disadvantages must be considered.

(d) Key Terrain—S2 looks for any area whose seizure of control affords an advantage to either opposing force. "Seizure" means physical occupation; "control" means denial to the enemy, for example.

(e) Avenues of Approach—The S2, in looking for routes of movement for the force of his particular size, e.g., battalion

or brigade (Division G2 considers those adequate for brigade, Brigade S2 those adequate for a battalion, and Battalion S2 looks for avenues adequate for a company). In doing this, S2 considers:

1) Observation and fire
2) Concealment and cover
3) Obstacles
4) Use of key terrain
5) Adequate maneuver space
6) Ease of movement

d. In analyzing the enemy situation, the S2 gathers factual data which show the *enemy situation.* In doing this, the S2 considers:

(1) Disposition, i.e., the location and deployment of enemy units and a description of their status, i.e., dug-in, pillboxes, or what. Brigade S2 records company-size units, Battalion S2 platoon-size units.

(2) Composition, i.e., organizational structure (infantry, armor, etc.), specific identification of enemy units, and other order of battle information.

(3) Strength, i.e., committed forces, reinforcements, air, CBR capability. Committed forces at the brigade level are enemy rifle, tank, etc. *companies* in contact with the brigade, plus their reserves at the next higher echelon. At battalion level, they are *platoons*, plus reserves at next level. Independent computations of enemy strength are made at each level. Each committed unit is assumed to have available to it the normal proportion of available supporting artillery, weapons, etc.

(4) Recent and Present Significant Activities—The S2 summarizes those activities in which the enemy is presently or recently has been engaged which provides indications as to what he is most likely to do in the future.

(5) Peculiarities and Weaknesses—A peculiarity is any deviation from a pattern of actions that might be considered normal to the enemy force in a given situation. Weaknesses and peculiarities fall into the following categories:

Personnel—Strength less than 80% and morale less than excellent is a weakness.

Intelligence—Failure of enemy intelligence or counter-intelligence effort.

Operations—Anything reflecting adversely on enemy tactical judgment.

Logistics—Shortages of supplies or failure to equip for situation.

Civil Affairs—Attitude of the civil populace toward the opponents.

Personalities—Known idiosyncrasies of the commander.

e. The S2 determines the enemy's capabilities by listing all of the things that the enemy *can* do (not what he *may* or *will* do). In doing this, the S2 normally writes down:

(1) Enumeration—*What*, *When*, *Where*, and *In What Strength* the enemy can respond.

WHAT—Five (5) broad maneuver capabilities are available to the enemy. They are attack, defense, reinforcement (in

conjunction with attack or defense), delay, and withdrawal. The S2 further refines these capabilities into more specific capabilities.

WHEN—The time the enemy can put into effect any of his potential capabilities. Displacements will be delayed. Reserves must move into position. Thus, time and space factors can be accurately computed. Withdrawal and CBR are available at any time.

WHERE—Determination of the point at which the enemy can attack is based on consideration of the area of operation, enemy dispositions, and his own situation. All aspects of the terrain offense and defense positions are considered.

IN WHAT STRENGTH—The strength with which the enemy will execute any of his capabilities is estimated by the S2. The S2 states the enemy strength in terms of enemy rifle, tank, and recon units plus their combat support units' artillery, air, CBR.

(2) Analysis and Decision—The S2 analyzes the situation and bases his analysis upon his total knowledge of the enemy situation and the decision and conclusions are based upon the quality and relative significance of the indications—not upon the total number of indications.

f. The S2 prepares a conclusion, summarizing his consideration of the effects of weather, terrain, and the enemy on the unit mission. In this conclusion, the key elements listed are:

(1) Best use of terrain—The S2 determines the best defense areas and best enemy avenues of approach for defense missions; and for offense missions, the best friendly avenues of approach to the objective.

(2) Probable course of action—The S2 determines the enemy's most probable course or courses of action and sets them forth in the order of their relative probability of adoption.

(3) Vulnerabilities—The S2 determines enemy vulnerabilities, i.e., weakness as a result of the total estimate.

g. The S2 disseminates the conclusions resulting from the (continuing) intelligence estimate also on a continuing basis. As new conclusions are developed, the S2 disseminates them on his own initiative to the commander and all staff officers who have need of them. The S2 also gives periodic briefings and, in unusual circumstances, he may prepare a written intelligence estimate. Examples of these circumstances are contingency plans or amphibious or airborne operations or any operation planned for in advance of execution.

2. The S2 considers the special factors peculiar to airborne, airmobile and amphibious operations in preparing his intelligence estimate. The factors to be considered are:

a. Planning is centralized.
b. Strategic intelligence is used extensively in planning.
c. Higher headquarters provides most of the information and intelligence for the lower echelons.
d. Weather information must be broader in scope and in more detail.
e. Weather forecasts must be more frequent.

f. Terrain analyses are more detailed and have special emphasis on suitable areas.
g. Certain enemy capabilities receive special emphasis, CBR, anti-aircraft, etc.
h. Greater reliance is placed on aerial reconnaissance and surveillance means.
i. Security measures are more stringent and are rigidly enforced.

D. The S2 is responsible for the conduct of combat surveillance on a continuing basis, and recommends the assignment of additional surveillance tasks to subordinate units. In carrying out his duties, the S2:
1. Plans all recon patrols and incorporates combat patrols in his coordination plan.
2. He disseminates this plan to the extent necessary to achieve the needed coordination and includes patrol routes or areas, times of departure and return, and includes the necessary overlay.
3. Insures that all recon patrols are briefed before departure, and all patrols are debriefed upon return.
4. Selects the general location of the ground OP(s) to insure that it meets the specific need and fits into the overall surveillance plan. In doing this, he considers:
a. Maximum coverage of avenues of approach
b. Security for the OP personnel
c. Concealment from enemy observation
d. Number of personnel available to man the OPs
e. Communications
f. Location of other attached or supporting surveillance forces complementing the visual observer.
5. Prepares suitable collection missions to obtain answers to specific EEI.
6. Supervises reconnaissance activities by elements of the force. The S2 does this by:
a. Insuring that training of the recon units is of high quality.
b. Advising the commander and S3 about reconnaissance.
c. Recommending means to control the advance of the reconnaissance agencies.
d. Issuing intelligence and reconnaissance instructions for the specific mission.
7. Supervises all unit counterreconnaissance activities, i.e., all efforts to detect and destroy hostile reconnaissance forces.
8. The S2 is responsible for the preparation and processing of all immediate and preplanned requests for aerial surveillance and reconnaissance, and for having the request transmitted to higher headquarters. (At brigade level Assistant S2 performs functions of the Battalion S2; additionally, he coordinates, consolidates, and forwards preplanned requests for tactical air reconnaissance initiated at brigade or from below. He also monitors the Air Force net used by the Air Liaison Officer.)

E. The S2 plans, conducts and supervises the intelligence and counterintelligence training within the command.
1. The S2 trains the intelligence section personnel and the intelligence specialists and in coordination with the S3, he provides intelligence training for all personnel of the unit. In so doing, the S2 must overcome the following handicaps:
a. Personnel turnover and non-availability of unit personnel for team training.

b. Orienting the training toward garrison type duties.
c. Restrictions on realism.
d. Philosophy that all other training has priority over intelligence training.
e. Improperly planned and inadequately supervised "integrated" and "concurrent" intelligence training.

2. The S2 insures that close coordination exists between operations and intelligence, and that detailed and precise intelligence is conducted during peacetime as well as under wartime or combat conditions.
3. The S2 insures that all the personnel of the command develop and maintain all of the necessary skills to perform the required intelligence functions, including knowledge of the security classification system and procedures taken for the safeguarding of classified material and materiel.

F. The S2 monitors the requisitioning and distribution of all maps and aerial photos.
1. The S2 determines in coordination with the S3 the number and what kind of maps and aerial photos are needed to support a given operation.
2. The S2 requisitions, receives, and distributes all required or needed military maps and aerial photos in the proper scale and in the correct number needed for the command.
3. The S2 prepares and processes immediate and preplanned requests for tactical air reconnaissance and for having the requests transmitted to higher headquarters.

G. The S2 prepares and maintains intelligence reports, records, and summaries. In addition, he also keeps the situation map up to date. (At division and lower levels, intelligence records are minimal and are maintained in simple form.)
1. The S2 ensures that only the necessary and essential records are maintained, including the unit journal, situation map, S2 work map, and S2 workbook.
a. If the S1 maintains the *unit journal*, the S2 submits items for entry with the appropriate supporting documents. If separate journals are kept, a *combined S2-S3 journal sheet* and *journal file* is usually kept—and these the S1 periodically consolidates to form the *unit journal*.
b. The S2 keeps the situation map up to date, ensuring that it reflects the friendly and the latest known enemy situation. (Enemy units usually in red and significant notes are also usually written on the map.)
c. The S2 also maintains an *intelligence work map* reflecting the unit's area of interest and detailed information about the enemy, the terrain, OPs, radar, patrols, marginal data, etc., that will help him do his job.
d. The S2 prepares and maintains the S2 Workbook. This is usually arranged in the same sequence with the same paragraph headings as the intelligence summary—INTSUM—thus aiding in the preparation and submission of the INTSUM.
2. The S2 prepares and submits reports to higher headquarters and reads and interprets those coming from below.
a. Spot Reports—Any agency or officer having knowledge sends it to the S2 or G2 of next higher headquarters as quickly as possible.

b. Intelligence Report (INTREP)—Sent spontaneously as soon as report includes the intelligence staff's deduction which, in principle, should be approved by the commander.
c. Intelligence Summary (INTSUM)—Sent by S2 to next highest, to lower, and adjacent headquarters.
d. Surveillance Plan—Sent by S2 to next higher headquarters. It shows the location of OPs and radar. May be reported by use of an overlay or by stating grid coordinate locations and limits of coverage.
e. Patrol Plan—Sent by S2 to next higher intelligence officer and to the appropriate fire direction centers (FDCs).
f. Imagery Interpreter Reports (II Reports)—Spot reports, immediate reports, mission review reports, summary reports, detailed reports, and special reports—come down to S2 from higher up or from MIB (Military Intelligence Bn) and ARS (Air Recon Support) units.
g. Interrogation and Translation Reports—S2 reads and interprets reports from the unit interrogators and translators.
h. Shelling, Mortaring, and Bombing Reports—Information about enemy shelling, mortaring, or bombing is sent to and interpreted by next highest headquarters.
i. Weather Forecasts—S2 interprets forecasts from higher headquarters and disseminates severe weather warnings to subordinate units (flood warnings are responsibility of unit engineer). Normally issued as priority or operational immediate spot reports.
j. Nuclear Burst and CBR Reports—From source through intermediate headquarters to highest headquarters as fast as possible.
k. CBR Contamination Reports—S2 submits fallout reports to next higher headquarters. Fallout reports prepared by CBR element of the TOC or CP before and after the nuclear burst.
l. Periodic Intelligence Report (PERINTREP)—A summary of intelligence covering a longer period than the INTSUM. Not usually prepared by G2 and S2 at division or lower levels; but since it gives the "big picture," familiarity with format and content will help.
m. Operational Situation Report (SITREP)—S2 prepares Paragraph 1 (Enemy) for the S3

H. The S2 provides accurate, timely, and comprehensive intelligence information about counterguerilla operations.
1. The S2 requires augmentation of the brigade and battalion, including language and area-trained US liaison specialists, ASA personnel, electronic warfare elements, intelligence analysts, etc.
2. The S2 collects—in addition to the "normal" intelligence—political, economic, and sociological information about the area of operations.
3. The S2 determines the effects of weather, terrain, and visibility on the unit mission, and personally reconnoiters areas of concern.
4. The S2 studies the enemy's tactics, operational behavior, unconventional obstacles, etc., to develop recommendations for the S3 and graphically portrays the disposition of the enemy.
5. The S2 identifies, selects, and recommends not only ground but air and water avenues of approach as well.
6. The S2 develops his own "order of battle" file to include information on the origin and development of the guerilla force. (Close coordination up and down and between units is of increased importance in guerilla warfare.)
7. The S2 develops a thorough knowledge of the enemy's normal doctrine.

8. The S2 uses *all possible* sources of information.
9. The S2 develops his own list of enemy indications for *attack*, *defense*, and *control* situations.
10. The S2 establishes "covert" sources of information to aid in the procurement of intelligence information and protects this source to the best of his ability and supports and uses any reliable informants.
11. The S2 uses indigenous civilian and other non-military agencies to a much greater extent than in conventional operations. Patrols are extensively employed.
12. The S2 cooperates with non-organic units such as UN agencies, US Civil Affairs teams, host country intelligence units, local police, more than in normal operations for additional information.
13. The S2 uses "contingency" or "intelligence" funds to exploit local civilian sources for information as needed.
14. The S2 exerts greater efforts to determine the reliability and accuracy of the collection agencies and the information and disseminates it more widely than is the case in normal operational conditions.
15. In addition to the normal denial measures, the S2 may be required to:
    a. Remove compromised informant sources from the area of operations.
    b. Restrict the movement and communications facilities of the civil populace within the area of operations.
    c. Brief all US and intelligence personnel on guerilla techniques and practices, and need for security.
    d. Use of guerilla type footgear to preclude leaving identifying tracks.
    e. Prohibit the use of mosquito repellant, soap, etc., by patrols and in OPs or security posts.
    f. Maximum employment of silent weapons by reconnaissance patrols.
    g. Maintenance of strict security with regard to logistics moves.
    h. Conduct major troop and materiel movements at night.
    i. Employ covert or "cut out" civilian nets.
    j. Continue normal operations while preparing guerilla offensive to "cover."
16. In addition to the normal counterintelligence detection measures, the S2 may include:
    a. Background investigation and counterintelligence screening of all indigenous battalion employees, particularly guides and trackers, and local civilian officials employed in sensitive battalion or brigade roles.
    b. Use of trip flares, booby traps, and ambushes in areas of suspected guerilla reconnaissance activity.
    c. Employment of sentry dogs.
    d. Clearance of vegetation and plowing of certain areas to provide clues of passage across area.
    e. Tapping and monitoring of civil communications media to include mail censorship.
    f. Employment of civil policewomen to screen female guerillas and children.
    g. Surprise screening of entire settlements.
    h. Continuous surveillance of all suspected members of opposition.
    i. Wide distribution of photos of known guerilla key personnel.

j. Offering rewards for information about and capture of guerilla personnel.
k. Maximum emphasis on visual and electronic observation and scanning.
l. Periodic photographing of all village residents to compare with later increases and decreases of personnel.
m. Establishing a new monetary "script" system to be used only in selected areas.

17. In addition to the normal counterintelligence measures designed to deceive the enemy, the S2 may, for counterguerilla operations, include the following:
    a. Radio transmission of false and misleading information.
    b. Demonstrations, feints, of actual operational significance but used to divert and distract the guerilla from the actual location of the main effort.
    c. Construction and occupation of dummy bases, OPs and security posts.
    d. Use of troops from one brigade to conduct operations within the area of another brigade, and thereby confuse.
    e. Planting false information with local civilians or others suspected of collaboration.
18. The S2 develops techniques for exploiting the techniques of the propagandist to sway the local populace.
19. The S2 gathers all available information about local guerilla leaders that can be turned against him and used to sway the local populace.

IV. Combat Duties of Assistant S2 and G2 Air Personnel

A. Assistant S2 (Brigade). Chief duties and responsibilities are as follows:
    1. Prepares and processes immediate and preplanned requests for tactical air reconnaissance and forwards these requests to higher headquarters.
    2. Coordinates, consolidates and forwards preplanned requests for tactical air reconnaissance initiated at brigade and subordinate units.
    3. Monitors the Air Force net used by the Air Liaison Officer, thereby keeping informed of the status of immediate requests for close air support initiated by subordinate battalions.

B. G2 Air Personnel (Division). In general, the chief combat duty of the Assistant G2 Air, located at the Division Airfield, is to coordinate the use of Army aircraft performing battlefield surveillance missions. In doing this, he:
    1. Plans, prepares, receives, processes, and assigns priorities to and transmits requests for tactical air reconnaissance.
    2. Disseminates intelligence information resulting from the reconnaissance missions.
    3. Supervises photo interpretation.
    4. Supervises the activities of the Air Reconnaissance Liaison Officer assigned to the reconnaissance airfields.

Combat Duties of the Brigade and Battalion S3 (Operations Officer)

I. Executive Staff Responsibilities and Functions

A. Studies continuously the unit requirements.
   1. Knows capabilities, limitations, and operating techniques of all combat, combat support, and combat service support units and their inter-relationships.
   2. Recommends their use to accomplish the unit's mission.
   3. Maintains the unit *troop list*, i.e., a current list of units organic to, attached, or in support of the unit.
   4. Establishes requirements for equipment and personnel needed to accomplish the mission.

B. Recommends modification of the organizational structure of the unit and the TOE.

C. Recommends priorities for the allocation of personnel and equipment.
   1. Changes priorities and coordinates changes with the other staff members.
   2. Recommends personnel actions and priorities in all matters affecting the unit's operational readiness, including unit replacements, allocation of specialists—with the S1—and so forth.
   3. Recommends prescribed loads for equipment and supplies, establishes—with the S4—priorities for equipment, POL, Class V, and critical supplies.
   4. Recommends required supplies for an operation.
   5. Recommends, with the S4, the available supply rate for subordinate units.
   6. Recommends—on occasion—the Special Ammunition Load (SAL) of organic and attached nuclear units.
   7. Recommends the allocation and assignment of nuclear weapons to subordinate units.
   8. Provides the S4 with assignment, attachment, and detachment of units for logistical planning purposes.
   9. Provides the S4 with transportation requirements.

D. Plans the organizational structure and command relationship for all combat missions and operations including attachment, operational control, and support.

E. Organizes the S3 Section for combat operations and organizes the S2 - S3 operations van portion of the Command Post (CP).
   1. Specifies the degree of control involved—if any—during attachment, operational control, and support.
   2. Selects the general location of the CP based on general guidance from the Commander (S1 selects the specific location).
   3. Establishes, with the S2, an Operations Center within the CP to include the Fire Support Coordinator (FSCOORD) or Assistant FSCOORD, S3 Air, Aviation Officer, and Chemical Officer.
   4. With the FSCOORD the S3 coordinates the fire support plan and/or fire plans prior to approval by the commander.
   5. Processes all tactical requests for Army Aviation support and locates position of all airstrips/helicopter pads on situation map when reported.
   6. Coordinates and processes all requests for lifting of friendly fires to permit aviation employment.
   7. If FSCOORD is not available the S3 then processes and arranges all fire support coordination.

8. In the event of security compromises of method of identifying units and/or locations S3 will issue new checkpoint overlays with renumbered checkpoints or new code names of reference points.
9. Coordinates overall plan to supervise CBR damage control—including all planned movement of units—with the S4.
10. Prepares and disseminates radiological fallout predictions for planned friendly nuclear detonations.

F. Operates the S2 - S3 Section during combat and recommends employment of all units and personnel in a manner best suited to accomplish the mission.
1. Organizes his duty shift and provides policies for all the staff officers and personnel they supervise to ensure efficient operations during their absence.
2. Provides unit staff supervision by visits to subordinate units as often as is required.
3. Assists the commander in making his reconnaissance.
4. Accompanies the commander to receive orders and briefings from next higher headquarters.
5. Accompanies the commander as part of the command group during tactical operations.

G. Prepares Operations Estimates.
1. If not prescribed, the S3 deduces his mission—based upon his prior planning and logically assumed missions.
2. Identifies all "specified" and "implied" tasks.
3. Determines all mission elements, those given and those that need to be determined.
4. Analyzes own situation and studies relative combat power to include:
   a. Considers characteristics of area of operations including weather and terrain.
   b. Considers enemy situation.
   c. Considers friendly situation.
   d. Considers relative combat power.
   e. Determines enemy capabilities.
   f. Considers own capabilities and courses of action.
5. Analyzes opposing courses of action to determine advantages and disadvantages of each.
6. Develops a general scheme of maneuver.
7. Compares own courses of action in terms of relative advantages and disadvantages.
8. Recommends best course of action and scheme of maneuver to commander.
9. Analyzes civil affairs situation.
10. Prepares a civil affairs estimate.
11. Recommends best courses of action for dealing with civil affairs.
12. Provides other staff members with courses of action under consideration.

H. Prepares Operations Plan and Operations Portion of the Operations Plan/Order.
1. Uses maps and overlays, military symbols, and overlay techniques to prepare operations plan/order.
2. Knows sequence and proper format for the operations plan/order.
3. Knows and uses such techniques as abbreviations, positive expressions, subparagraph headings, directions, limits, river banks, geographic names, places or features, instructions only, and overlays.

4. Prepares civil affairs plans and civil affairs portion of the operation and administrative plan/order.
5. Prepares or supervises preparation of barrier and denial plans.

I. Assists in issuing the OP plan/order following approval of operations plan/order.

J. Supervises the administration and execution of the OP plan/order within the battalion and/or brigade.

K. Plans all tactical troop movements.
1. Specifies tactical methods, techniques, and combat formations to be used in the movement.
2. Considers the mission, troops, equipment, time and space factors, and characteristics and number of transports available.
3. Follows prescribed routes and schedules.
4. Prepares and issues warning order.
5. Prepares and issues movement orders.
6. Supervises the platoon leader in charge of the reconnaissance party.
7. Procures the following information from the recon party.
a. Available routes and conditions.
b. Recommended rates of march.
c. Selection of the SP and RP (Start Point and Release Point).
d. Location of critical points on the route.
e. Confirmation of location and suitability of the assembly or bivouac area.
f. Road distance between critical points and total distance SP to RP.
g. Location of obstacles and estimation of men and equipment for route maintenance and repair.
h. Number and location of guides.
8. Furnishes the quartering officer (S1) the general area for the Battalion and Brigade CPs and the general disposition of the subordinate units.
9. Determines order of march and develops the detailed movement plan.
a. Plans for organization of the battalion or brigade column including its attachments, personnel, and number and type of vehicles.
b. Organizes units into serials and march units considering mission, enemy situation, order of arrival, etc.
c. Checks recon information and computes the march.
(1) Determines total time distance between the SP and RP based on rate of march and road distance, length column, etc.
(2) Determines pass time and arrival and clearance times, and completion time.
(3) Prepares a road movement table, overlays, strip maps, and vehicle assignment table.
d. Prepares and issues all necessary movement orders.
10. Plans all air movements in both airmobile and joint airborne operations involving the unit, considering the following factors:
a. The type of mision.
b. Availability and type of aircraft—must know current types, and their capacities and characteristics.
c. Distribution of key personnel and equipment.
d. Maintenance of tactical integrity of the units involved.
e. Loading sufficient personnel to take care of unloading at destination.
f. Supporting the tactical plan for the objective area.

g. Loading prime movers with towed loads.
h. Loading ammunition with each weapon load.
i. Making each load temporarily self-sufficient in case of forced landing.
j. Providing each man with seat, parachute, life preserver, etc.
k. Marking weight, and center of gravity on each item.
l. Making final preventive maintenance check on each item loaded to ensure operational effectiveness.

L. Prepares and maintains all operational records and reports, both those required on a permanent basis for record or policy purposes and those required on a day-to-day basis for current operational purposes.
1. Knows methods for keeping the *staff journal.* Since the S2 and S3 operate from the same facility and share a clerk-typist at the brigade and battalion levels, a combined S2 - S3 staff journal is usually more appropriate.
2. Prepares, updates, and maintains the policy file including notes, plans, studies, directives, and sample orders.
3. Prepares temporary records on a day-to-day basis to assist in keeping the permanent records.
4. Is responsible, along with the S2 and other staff members, for preparing and maintaining the *Situation Map.*
5. Maintains the S3 workbook with information about the next situation report, the next command report, things that need to be accomplished, and items requiring command emphasis.
6. The S3 also prepares all necessary Situation Reports (SITREPS) and Spot Reports.
7. Receives and prepares for distribution in coordination with the S2, periodic reports on all enemy mining activities observed, reported, and suspected.
8. Receives and monitors all reports SITREPS (every hour on the hour) and SPOT REPS from subordinate units and transmits these to higher headquarters as necessary.
9. Prepares the Command Report—a formal written report as of 2400 end of each quarterly period ending in Jan., Apr., Jul., and Oct. by 3rd of the following month.

II. Combat Duties of S3 and G3 Air Personnel

A. S3 Air (Battalion Level). The major duties and responsibilities of the Assistant S3 Air are as follows: He
1. Forwards requests for close air support to higher headquarters after coordination with the Fire Support Coordinator and the Air Liaison Officer.
2. Prepares that portion of the unit SOP dealing with close air support.
3. Prepares the tactical air fire plan portion of the fire support plan.
4. Initiates and processes requests for immediate and preplanned close air support.
5. Recommends and disseminates information about the location of an FSC Location.
6. Supervises joint recognition and identification procedures.
7. Coordinates air defense according to policies of higher headquarters.
8. Assists the Tactical Air Control Party in all matters pertaining to orientation, security and logistics.

B. S3 Air (Battalion Level).
   9. Monitors the spot report net to gain timely information on the results of air strikes.

C. S3 Air (Brigade Level). In addition to the nine functions and duties for the Battalion S3 Air, the S3 Air at brigade level also:
   10. Coordinates, consolidates and forwards preplanned requests for close air support initiated at brigade and subordinate units.
   11. Monitors the Air Force net used by the Air Liaison Officer, thus keeping informed about the status of immediate requests for close air support initiated by subordinate battalions.

D. G3 Air (Division Level). In general, the chief duties of these personnel are as follows:
   1. Plans, prepares, receives, processes, assigns priorities to and transmits requests for close air support.
   2. Disseminates information concerning requested air support.
   3. Coordinates recommended Fire Support Coordination Liaison.
   4. Supervises activities of Ground Liaison Officers assigned to fighter airfields.
   5. Prepares the Air Fire Plan in coordination with the Fire Support Element (FSE) and the Airspace Control Element (ACE), and notifies the ACE of all preplanned and immediate offensive air support requests and missions. —

III. Organization of Brigade S3 Section

A. No fixed internal organization: 3 officers—S3, Asst S3, Asst S3 Air, and 3 EM—Chief Opns (Sgt), Asst Chief, and Opns Asst (Sgt).
   1. S3 organizes section to meet the requirements.
   2. S2 - S3 work together and organize the S2 - S3 Operation.
   3. Operates on a 24-hour basis and is able to operate a forward tactical command post.

B. Duties of S2 - S3.
   1. Accompany commander to receive order from next higher HQ.
   2. Assist the commander in making a reconnaissance.
   3. Accompany the commander as part of the command group during tactical operations.
   4. Provide unit staff supervision by visits to subordinate units as often as required.
   5. Organize their sections and provide policies for all staff officers they supervise to ensure efficient operation during their absence.

C. Organization of Brigade Operations Center.
   1. Duty shifts—12 hours each.

S3[1]	S2[1]
Asst S3 Air	Asst S3
Asst S2	Air Ln O[1]
Arty Ln O[1]	Chemical Off
Asst Intell Sgt	Ch Op Sgt
Chemical NCO	Intell Sgt
Op Asst	Arty Ln Sgt
Asst Op Sgt	Op Asst

[1] Opn requirements will dictate when they perform their shift duties.

2. Organization of S2 - S3 Operations Van.
   a. For an opns center the S3 has a 2½-ton Shop Van. There is also a trailer for equipment and a tent for the Chief Opns Sgt for reproducing orders, a briefing tent, etc.

IV. Organization of Battalion Opns Center

A. Duty Shifts—12 hours each

Nr 1	Nr 2
S3[2]	S2[2]
Arty Ln O[2]	S3 Air
Intell Sgt	Air Ln O[2]
Asst Op Sgt	Op Sgt
Chem NCO	Arty Ln Sgt
Opns Asst (Clerk)	Clerk

B. Organization of the Battalion Opns Center.
   1. The Infantry Battalion S2 - S3 are authorized the Shop Van (above).
   2. The Mech. Inf. Battalion S2 - S3 sections are authorized the carrier CP Light Track (M577).
   3. Chem Off at Brigade & Bn operate under the S3's supervision in the Opns Center.

[2] Opn requirements dictate when they will serve on the shifts.

Combat Duties of the Brigade and Battalion S4 (Logistics Officer)

I. Executive Staff Responsibilities and Functions. The Brigade and Battalion Logistics Officers are, first of all, staff officers and their primary function is to advise the commander on all logistical matters within the command. In carrying out his duties, the Brigade S4 performs as a planner and a coordinator. He is not a logistical operator, i.e., he does not become directly involved in requisitioning, receiving, storing and distributing supplies or providing transportation. *At battalion level, however, the S4 is both a planner and an operator.*

A. Provides the commander with information on all logistical matters, makes recommendations for all logistical support, and prepares the logistical estimates and logistical administrative plans within the command.

1. Analyzes the unit's mission to determine the logistical requirements and prepares a logistical estimate. This takes the following 5-paragraph *estimate of the situation* format:

Par. 1. MISSION—What is the problem?
Par. 2. SITUATION AND CONSIDERATIONS—State the pertinent facts.
Par. 3. ANALYSIS—What are the various options?
Par. 4. COMPARISON—Apply the logic needed to arrive at the best choice.
Par. 5. CONCLUSIONS—What is the answer?

This is usually done mentally (at brigade and battalion levels), supplemented by work-sheets or notes.

a. Coordinates, orally, with other executive staff officers in making the logistical estimate.

(1) Obtains any and all special logistical support requirements and brigade trains displacements from the Brigade S4. (Similarly, the Brigade S4 gets this data from the Division G4.)
(2) Checks with S1 for information about scheduled replacements, proposed location of CP, PW collecting point and graves registration activities.
(3) Obtains information about weather, enemy, and terrain from the S2.
(4) Sees S3 for information about friendly courses of action under consideration, data about the RSR, detachments and attached units, and civil affairs.
(5) Contacts commanders of attached units to determine their logistical status.
(6) Consults Assistant S4 of support platoon leader about status of equipment and supplies (particularly Classes I, III, and V) and capability of field trains to provide back-up support for combat trains.
(7) Requests motor officer to provide vehicle status for both organic and attached units, status of maintenance, and recommendations about traffic circulation and the location and displacement of the combat trains.
(8) Consults Battalion Surgeon for information about current evacuation capability, plans to support the evacuation, and any shortages of equipment or medical supplies.
(9) Requests that the Communications Officer provide the status of signal maintenance and signal supplies in the communications platoon.

(10) Checks the Division Administrative Order for information about the logistical support being provided by the Division support command and the engineer battalion (for water supply points).

b. Visualizes each of the courses of action in order to determine the logistical requirements.

c. Checks the logistical requirements against the availability and/or capability of the command's logistical elements.

d. Specifies the best logistical course of action and the major controlling or limiting features of the course of action and provides conclusions to the commander.

e. Discusses the logistic capability to support the operation with the S3.

2. Prepares—based upon an analysis of the availability and capability of attached or organic subordinate units and support elements to satisfy the requirements—an administrative plan.

a. Consults the Battalion SOP, the Division Administrative Order or Annex, and prepares the logistical support plan consisting of: 3a General information, 3b Materiel and services, 3c Medical evacuation and hospitalization, and 3f Miscellaneous format. (This is *not* a formal written document; rather, these are notes prepared for an oral presentation.)

b. Prepares the personnel plan and civil affairs plan after coordinating with the personnel and operations officers.

3. Requests through the logistics chain of command, after the commander's approval, any and all additional support deemed necessary.

4. Prepares and disseminates logistical information and administrative instructions for subordinate units in either graphic or overlay form, following coordination with the S1, S3, Surgeon, and other staff officers, as appropriate in one of the following ways:

a. Fragmentary Orders—orally or in writing to initiate or direct action.

b. Standing Operating Procedures—in written form, but brief and concise.

c. Paragraph 4 of Operation Orders—normally used at battalion and brigade level to disseminate administrative instructions.

d. The Administrative Order—S4 in coordination with the staff officers prepares this as:

(1) A separate written order with or without an overlay.

(2) As a separate overlay type order.

(3) As written instructions in the form of an annex to an operations order—with or without an overlay.

(4) As an overlay type annex to an operation order.

5. Monitors logistical activities of attached, subordinate, and support elements.

6. Keeps the logistical estimate timely and up to date, and plans ahead for anticipated, likely, or logical missions for the command.

7. Prepares consolidated daily equipment status reports on major items of equipment and POL status reports, after collecting reports from the organic companies and attached units.

B. Exercises operational responsibility for the Brigade and Battalion trains.
   1. Designates general areas for the location of trains elements including the trains CP and determines the size of the trains area according to the following criteria:
      a. Convenience to units being served.
      b. Afford alternate routes of approach and egress.
      c. Lack of interference with combat elements—should not take up space needed by combat forces.
      d. Beyond the range of most enemy light artillery.
      e. Sufficient space to permit dispersion of vehicles and activities.
      f. Concealment from hostile ground and aerial observation.
      g. Firm ground for ammunition and fuel vehicles.
      h. Located where no terrain features, e.g., an unfordable river, may become a barrier to supply and evacuation.
      i. Contains terrain features that favor defense against air or ground attack and facilitates local security.
      j. Does not present a lucrative nuclear target.
      k. Is near a source of water for vehicle use and bath service.
      l. If appropriate, offers a suitable landing site for attached or supporting aircraft.
   2. Directs and supervises displacement of elements of the field, combat and company trains as needed, and makes provisions for the security of all trains elements via coordination with the S3.
   3. Brigade S4 selects brigade supply route appropriate to and in accord with the location of the Division MSR.
   4. Brigade S4 consolidates all supply requests and status reports from the Battalion S4s and briefs Brigade Commander on current status.
   5. Battalion S4 selects battalion supply route appropriate to and in accord with the location of the brigade supply route.
   6. Battalion S4 consolidates all supply requests and status reports from the companies, and briefs Battalion Commander on status of supply.
   7. Brigade S4 conducts all necessary liaison and coordination between brigade field trains and battalion combat trains.
   8. Battalion S4 conducts all coordination and liaison between battalion combat trains and company trains (unless battalion is operating independently as a committed force, and then Battalion S4 directs and controls field, combat, and company trains).
   9. Battalion S4 establishes Class III (oil, gas) and Class V (ammunition) distribution points and supervises the maintenance elements for the battalion and station.
   10. Battalion S4 develops, recommends to Battalion Commander, and then implements the tactical plan for employment of the combat trains in both the offense and defense.
   11. Battalion S4 provides ammunition and fuel resupply in manner best suited to tactical situation.
   12. Brigade S4 coordinates the security of all elements in the trains and solves operational problems between elements from division support area and battalion field trains.
   13. Brigade S4 supervises the duties of the Assistant Brigade S4 located in the trains. Primary duties of the Assistant Brigade S4 being as follows:
      a. Establishes and operates the brigade trains CP.
      b. Establishes communications and security with air between the units in the brigades trains.

c. Serves as a logistics information center for the brigade trains.
d. Designates general sites for location of brigade trains units.
e. Disseminates instructions regarding displacement to units in the brigade trains.
f. Resolves operational conflicts among units in the brigade trains.
g. Receives logistical reports from the attached battalions.

14. Battalion S4 supervises duties and activities of the support platoon leader in the battalion field trains when acting in role of a committed force.
15. Provides for rear area security and area damage control in the trains area. In discharging these responsibilities, he:
    a. Organizes and trains the light rescue and decontamination squads.
    b. Determines the number of light rescue and decontamination squads to be employed.
    c. Directs when and where the light rescue squads will report, and then supervises their operation.
    d. Provides for emergency food, clothing and water for personnel in the affected area.
    e. Provides for emergency medical treatment and evacuation of personnel in the affected area.
    f. Provides for traffic control in the affected area.
    g. Directs the decontamination and rescue squads of subordinate or other units when emergency requires.

C. Provides all necessary maintenance and services for the command.
1. Supervises the battalion motor officer and the maintenance platoon effort of the battalion and the subordinate units in the battalion performance of vehicular and equipment maintenance.
2. Disseminates feeding instructions himself (or directs support platoon leader to do so) as early as possible to facilitate command planning, to include:
    a. Time and place of meal issue and methods for cleaning mess gear.
    b. Location of kitchens.
    c. Method of distribution and vehicles to be used for delivery.
    d. Additional items of supply which are to be sent forward with the meal.
    e. Time vehicles will leave (or report to) the kitchen area.
    f. Requirements for guides and designation of release point (RP).
    g. Time vehicles are released to unit control, and time they revert to battalion control.
    h. Any restrictions on movement.
3. Assists unit commander in preparing unit feeding plan which includes:
    a. Type of rations to be fed.
    b. Location of company mess area.
    c. Arrangements for vehicles, guides, and carrying parties.
    d. Release and return of vehicles.
    e. Supervision of vehicles while under unit control.
    f. Arrangements for feeding attached personnel.
4. Ensures that proper sanitary measures in preparing, serving, and cleaning mess gear are observed.
5. Provides logistical service to the G1/S1 for evacuation of dead from battalion to brigade collecting point.
6. Prepares bath schedules for battalion personnel and provides transportation to brigade trains area in accord with this schedule.

7. Supervises at the battalion level the maintenance services performed by the maintenance, communications, and medical platoons to include:
   a. Maintenance Platoon—Vehicular maintenance for all vehicles in the battalion, including periodic scheduled services, back-up support, and evacuation to forward support company.
   b. Communications Platoon—Equipment maintenance for all commo equipment in the battalion, and evacuation to forward support company.
   c. Medical Platoon—Organizational maintenance of medical equipment, i.e., cleaning, servicing, and adjusting, plus evacuation to the medical battalion for detailed work and repair.

D. Supervises the support of all medical services within the battalion and brigade. With the assistance of the Battalion Surgeon, the S4:
   1. Specifies the location of the battalion aid station in the combat trains area, and provides for its logistical support.
   2. Specifies the duties and functions of the battalion aid station, including:
      a. Receiving and recording patients.
      b. Examining and sorting patients and returning the physically fit to duty.
      c. Giving emergency medical treatment and preparing patients for further evacuation.
      d. Monitoring personnel for presence of radiological contamination.
      e. Keeping Battalion S1 informed of processing, identification, and disposition.
      f. Initiating emergency medical tags.
      g. Verifying tag information.
      h. Handling patients' equipment if they are evacuated all the way to the rear.
   3. Supervises assignment and employment of the personnel carriers or ambulances used for evacuation in the battalion medical platoon.

E. Determines the supplies needed and the supply requirements for the battalion and the brigade.
   1. Supervises the Support Platoon Leader and, indirectly, the support platoon at battalion level and the Assistant S4 at brigade level.
   2. Prepares supply administrative directives and guidelines governing the procurement, distribution, and record-keeping of all classes of supply for the commander.
   3. Coordinates, integrates, and processes all requisitions from the companies of the battalions (Battalion S4) and from the battalions (Brigade S4).
   4. Supplies the commander with timely information about the use and status of all supplies within the brigade (or battalion).
   5. Supervises the collection and disposition of all supply excess, salvage, and captured enemy supplies at battalion level.
   6. Supervises the logistics management for all special weapons at brigade and battalion levels.
   7. Supervises the allocation of all weapons, munitions, equipment, etc., that are regulated or that are critical items of supply at the brigade and battalion level.
   8. Recommends to the Battalion Commander the type of distribution to be used, e.g., supply point or unit in offense and defense.
   9. Submits forecasts of battalion fuel requirements to division and brigade when and if required.

10. Brigade S4 processes and effects necessary coordination for all requests and requisitions for aerial resupply from the field trains or the supply and transport battalions using organic helicopters (if available and suitable), or requesting aerial support from Division G4 when necessary.

F. Determines transportation requirements for the men and materiel within the command in support of logistical operations.
   1. Specifies all necessary traffic control procedures involving logistical movements, coordinates work of divisional MP Company in the posting of directional and directive signs, and exercises operational control over unit convoys at brigade level.
   2. Supervises the transportation services of the Battalion Motor Officer, and the support, maintenance and medical platoons of the battalion.
   3. Prepares movement plans, and supervises all administrative logistical and tactical movements at the brigade and battalion levels, utilizing the following principles:
      a. Maximum utilization of transportation equipment—rapid turnaround time, full capacity loads, continuous flow of movements, and uniform rate of speed.
      b. Prompt release at destination—efficient loading and unloading and sufficient loading personnel.
      c. Maintenance of unit integrity—troops with equipment loaded as a unit.
      d. Centralized control—pooling of cargo vehicles under the Battalion S4 whenever possible increases flexibility and ensures maximum utilization.
      e. Keeps commander and staff informed at all times of movements, requirements and capabilities, and limitations of available transport.
      f. Keeps movement plans simple and flexible.
   4. Keeps himself and his assistants informed with regard to the inherent advantages and disadvantages of each of the various modes of transportation available to the command, including highway, air, rail, and water.
   5. Recommends to subordinate using agencies—both shippers and receivers—adherence to the following principles:
      a. Shippers:
         (1) Preparation of estimates of future movement requirements eliminating all unessential moves.
         (2) Assembly, in advance of the arrival of the transportation, the personnel and equipment required to accomplish the loading.
         (3) Proper identification of shipments so transportation personnel can move them quickly.
         (4) Careful preparation of the required documents.
         (5) Rapid loading of the transportation equipment.
         (6) Confining loads of one commodity to one destination.
         (7) Loading transportation equipment properly and to capacity.
      b. Receivers:
         (1) Provide promptly upon arrival of the transportation equipment, the personnel and equipment necessary for unloading.
         (2) Unload and release the carriers as soon as possible.
         (3) Accomplish the required documentation carefully and accurately.

Combat Duties of the Brigade and Battalion S5 (Civil-Military Operations)

NOTE: For stability operations or other cold war missions, a Civil-Military Operations Staff Officer, an S5, may be authorized in a combat battalion or brigade. When a unit is not authorized an S5 Section (e.g., a battalion deployed in conventional operations), the commander usually designates the S3 to assume responsibility for the CM functions.

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13. ABSTRACT

Lists of combat job requirements for commanders and staff officers at division, brigade, and battalion levels were prepared on the basis of interviews with experienced job incumbents. The preliminary lists were reviewed by ROAD division officers, by command and instructor personnel at the U.S. Command and General Staff College, the U.S. Army Armor and Infantry Schools and the U.S. Continental Army Command (CONARC). The lists were revised to take the review comments into account, and were revised again to reflect the consensus obtained through school staff conferences on the materials. The final criterion lists appended to this report are considered to be of use in planning, preparing, and conducting school, on-job, and field training for command and staff personnel at general and unit staff levels.

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DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF RESEARCH AND DEVELOPMENT
WASHINGTON, D.C. 20310

February 5, 1971

CRDBES

SUBJECT: Combat Job Requirements for Principal Staff Personnel: Division, Brigade, and Battalion

TO:
ERIC
OFFICE OF EDUCATION
400 MARYLAND AVE. S.W.
WASHINGTON, D.C. 20202

1. The information presented in this report is a compilation of data derived from research related to the development of better techniques for simulating combat in training high priority Army skills. It was compiled after a survey of Army staff training procedures had shown a need for a more precise specification of the skills and knowledges required of the staff officer in combat. Since the compilation has proved to be useful for purposes other than the research program, the lists have been updated and published in this report.

2. In order to formulate the combat job requirements for general and unit staff personnel at division, brigade, and battalion levels, provisional task inventories were prepared. The listings were reviewed by selected job incumbents for accuracy of coverage and by a panel of officers at the Armor School, the Infantry School, and the Command and General Staff College to insure conformity tc current doctrine, practice, and operational procedures.

3. This report should be of interest to those service schools responsible for formulating staff training objectives and conducting staff training.

FOR THE CHIEF OF RESEARCH AND DEVELOPMENT:

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2 CG US ARMY EUROPE APO 09403 NY ATTN OPNS DIV
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1 CG US ARMY AD COMD ENT AFB ATTN ADGCB
1 CG 1ST ARMY ATTN DCSOT FT MEADE MD
1 CG 3RD ARMY ATTN DCSOT FT MCPHERSON
2 CG 4TH ARMY ATTN AKADC-BI(UT) FT SAM HOUSTON
1 CG FOURTH ARMY FT SAM HOUSTON ATTN G3
7 CG FIFTH ARMY FT SHERIDAN ATTN ALFGC TNG
1 CG EUSA ATTN AG-AC APO 96301 SAN FRAN
1 CLIN PSYCHOL SERV DEPT OF NEUROPSYCHIAT WALTER REED GEN HOSP
1 DIR HEL APG MD
1 CG USA CDC EXPERIMENTATION COMD FT ORD
2 ENGNR PSYCHOL LAB PIONEERING RES DIV ARMY NATICK LABS NATICK MASS
1 TECH LIB ARMY NATICK LABS NATICK MASS
2 INST OF LAND CBT ATTN TECH LIB FT BELVOIR VA
1 REDSTONE SCIENTIFIC INFC CTR US ARMY MSL COMD ATTN CHF DOC SEC ALA
1 CO USAPA MBLTY DET TOBYHANNA ARMY DEPOT
1 CO FT HUACHUCA SPT COMD USA ATTN TECH REF LIB
12 CO 1ST AIR DEF GUIDED MSL BRGD TNG FT BLISS
1 SIXTH USA LIB DEPOT BLDG M 13 14 PRES OF SAN FRAN
1 PLANS OFFICER PSYCH HDQTRES USACDCEC FORT ORD
5 CG FT ORD ATTN G3 TNG DIV
2 DIR WRAIR WALTER REED ARMY MED CTR ATTN NEUROPSYCHIAT DIV
1 CO HQ ARMY ENLISTED EVAL CTR FT BENJ HARRISON
1 TECH LIB BOX 22 USACDC EXPERIMENTATION COMD FT ORD
1 HUMAN FACTORS TEST DIV (ADHZ) USAF HOSP EGLIN AFB
1 CO FRANKFORD ARSNL ATTN SMUFA-N6400/202-4
3 6TH RGN USARADCOM FT BAKER
1 4TH ARMY MSL COMD AIR TRANSPORTABLE SAN FRAN
1 DIR ARMY BD FOR AVN ACCIDENT RES FT RUCKER
2 CO PICATINNY ARSNL DOVER N J ATTN SUMPA VCI
1 DEF SUPPLY AGY CAMERON STATION ATTN LIB
2 CO USA CDC AG AGCY FT BENJ HARRISON IND
1 REF M MS IS NASA ALA
1 CBT OPRS RES GP USACDC SP OPRS ANALYST HUMAN FACTORS ALEX VA
1 CO ARMY CDC INF AGY FT BENNING
1 CO ARMY CDC ARMOR AGY FT KNOX
8 ARMY CDC SPEC WARFARE AGY FT BRAGG
1 EVAL DIV OAO ARMY SIG CTR & SCH FT MONMOUTH
1 CO US ARMY CDC AVN AGCY FT RUCKER
15 CG USA TNG CTR AD ATTN ACOFS G3 FT BLISS
1 CG USA TNG CTR ARMOR ATTN ACOFS G3 FT KNOX
12 CO USA TNG CTR (FA) ATTN ACOFS G3 FT SILL
1 CG USA TNG CTR & FT LEONARD WOOD ATTN ACOFS G3
1 CG USA TNG CTR INF ATTN ACOFS G3 FT BENNING
1 CG USA TNG CTR INF ATTN ACOFS G3 FT DIX
1 CG USA TNG CTR ATTN ACOFS G3 FT JACKSON
1 CG USA TNG CTR INF ATTN ACOFS G3 FT LEWIS
1 CG USA TNG CTR INF & FT ORD ATTN ACOFS G3
30 CG USA TNG CTR INF ATTN ACOFS G3 FT POLK
5 CO USA MED TNG CTR ATTN DIR OF TNG FT SAM HOUSTON
1 CG USA TNG CTR INF ATTN ACOFS G3 FT BRAGG
1 CG USA TNG CTR INF ATTN ACOFS G3 FT CAMPBELL
2 CIVLN PERS OFCR US ARMY SPT CTR ST LOUIS ATTN EMPLOYEE DEVEL OFCR
3 LIB ARMY WAR COLL CARLISLE BKS
1 COMDT COMD & GEN STAFF CO FT LEAVENWORTH ATTN ARCHIVES
1 DIR OF MILIT PSYCHOL & LDRSHP US MILIT ACAD WEST POINT
1 US MILIT ACAD WEST POINT ATTN LIB
1 COMDT ARMY AVN SCH ATTN DIR OF INSTR FT RUCKER
2 COMDT ARMY SECUR AGY TNG CTR & SCH FT DEVENS ATTN LIB
1 COMDT INDSTR COLL OF THE ARMED FORCES FT MCNAIR
2 COMDT NATL WAR COLL FT LESLEY J MCNAIR ATTN CLASSF RECORDS BR LIB
1 MED FLD SERV SCH BROOKE ARMY MED CTR FT SAM HOUSTON ATTN STIMSON LIB
3 DIR OF INSTR ARMOR SCH FT KNOX
1 COMDT ARMY ARMOR SCH FT KNOX ATTN WEAPONS DEPT
1 COMDT USA CHAPLAIN SCH ATTN DOI FT HAMILTON
1 COMDT ARMY CHEM CORPS SCH FT MCCLELLAN ATTN EDUC ADV
1 COMDT USA FIN SCH ATTN CHF DOC DEV LIT PLN DIV IND
1 USA FINANCE SCH FT BENJ HARRISON ATTN EDUC ADV
4 COMDT ARMY ADJ GEN SCH FT BENJ HARRISON ATTN EDUC ADV
1 EDUC ADV USAIS ATTN AJIIS-H FT BENNING
1 DIR OF INSTR USAIS ATTN AJIIS-D-EPRD FT BENNING
1 LIB ARMY QM SCH FT LEE
1 COMDT ARMY TRANS SCH FT EUSTIS ATTN EDUC ADV
1 COMDT ARMY MILIT POLICE SCH FT GORDON ATTN DIR OF INSTR
2 COMDT US ARMY SOUTHEASTERN SIG SCH ATTN: EDUC ADVISOR FT GORDON
1 COMDT USA AD SCH FT BLISS
1 CO USA ORD CTR & SCH OFC OF OPS ATTN AHBN-O APG MD
5 ASST COMDT ARMY AIR DEF SCH FT BLISS ATTN CLASSF TECH LIB
10 CG USA FLD ARTY CTR ATTN AVN OFCR FT SILL
1 COMDT ARMY DEF INTEL SCH ATTN SI&AS DEPT
1 COMDT ARMED FORCES STAFF COLL NORFOLK
1 COMDT USA SIG CTR & SCH ATTN DOI FT MONMOUTH
1 COMDT JUDGE ADVOCATE GENERALS SCH U OF VA
1 DPTY COMDT USA AVN SCH ELEMENT GA
1 DPTY ASST COMDT USA AVN SCH ELEMENT GA
1 USA AVN SCH ELEMENT OFC OF DIR OF INSTR ATTN EDUC ADV GA
1 EDUC CONSLT ARMY MILIT POLICE SCH FT GORDON
6 COMDT USA ENGR SCH ATTN EDUC ADV FT BELVOIR
1 COMDT ARMY AVN SCH FT RUCKER ATTN EDUC ADV
1 COMDT ARMY PRIMY HEL SCH FT WOLTERS

1 DIR OF INSTR US MIL ACAD WEST POINT NY
1 USA INST FOR MIL ASSIST ATTN LIB FT BRAGG
4 USA INST FOR MIL ASSIST ATTN COUNTERINSURGENCY DEPT FT BRAGG
1 ARMY SIG CTR & SCH FT MONMOUTH ATTN TNG LIT DIV OAO
2 COMDT USA MSL & MUN CTR & SCH ATTN CHF OFC OF OPS REDSTONE ARSNL
2 COMDT US WAC SCH US WAC CTR ATTN AJMCT FT MCCLELLAN
2 HQ ABERDEEN PG ATTN TECH LIB
1 COMDT USA INTELL SCH ATTN DIR OF ACADEMIC OPS FT HOLABIRD
1 COMDT USA INTELL SCH ATTN DIR OF DOC & LIT FT HOLABIRD
1 COMDT USA C&GSC OFC OF CHF OF RESIDENT INSTR FT LEAVENWORTH
1 COMDT USA CA SCH ATTN DEPT OF RSCH ANALYSIS & DOC FT GORDON
1 COMDT USA CA SCH ATTN DCI FT GORDON
1 COMDT USA CA SCH ATTN EDUC ADV FT GORDON
1 COMDT USA CA SCH ATTN LIB FT GORDON
1 COMDT USA SCH & TNG CTR ATTN ACOFS G3 TNG DIV FT MCCLELLAN
1 COMDT USA SCH & TNG CTR ATTN ACOFS G3 PLNS & OPS DIV FT MCCLELLAN
10 COMDT USA INST FOR MIL ASSIST ATTN DOI FT BRAGG
1 COMDT USA CBR WPNS ORIENTATION COURSE ATTN DOI DUGWAY UTAH
1 COMDT USA FLD ARTY SCH ATTN DOI FT SILL
1 COMDT USA ARTY & MSL SCH ATTN EDUC SERVICES DIV FT SILL
1 COMDT USA ARTY & MSL SCH ATTN EDUC ADV FT SILL
1 COMDT USA TRANS SCH ATTN DIR OF DOC & LIT FT EUSTIS
1 COMDT USA TRANS SCH ATTN LIB FT EUSTIS
1 USA INST FOR MIL ASST ATTN EDUC ADV FT BRAGG
1 COMDT USA ARTY & MSL SCH ATTN LIB FT SILL
1 CG USA SCH & TNG CTR ATTN ACOFS G3 FT GORDON
1 COMDT USA AD SCH ATTN AKBAAS-DL-EA FT BLISS
2 DIR BRGD & BN OPNS DEPT USAIS FT BENNING
1 DIR COMM ELEC USAIS FT BENNING
1 DIR ABN-AIR MOBILITY DEPT USAIS FT BENNING
2 DIR COMPANY TACTICS DEPT USAIS FT BENNING
1 CG US ARMY SIGNAL CTR & SCH ATTN SIGDTL-3 (COBET II)
1 SECY OF ARMY, PENTAGON
1 DCS-PERS DA ATTN CHF C&S DIV
1 DIR OF PERS STUDIES & RSCH ODCSPER DA WASH DC
2 ACSFOR DA ATTN CHF TNG DIV WASH DC
1 CG USA MAT COMD ATTN AMCRD-TE
1 CHF OF ENGNRS DA ATTN ENGTE-T
1 HQ ARMY MAT COMD R&D DRCTE ATTN AMCRD-RC
2 CG ARMY MED R&D COMD ATTN BEHAV SCI RES BR
1 US ARMY BEHAVIORAL SCI RES LAB WASH, D.C. ATTN: CRD-AR
1 OPO PERS MGT DEV OFC ATTN MOS SEC (NEW EQUIP) OPOMO
1 ARMY PROVOST MARSHAL GEN
1 OFC RESERVE COMPON DA
2 CG USA SEC AGCY ARL HALL STA ATTN AC OF S G1 VA
50 ADMIN DDC ATTN: TCA (HEALY) CAMERON STA ALEX., VA. 22314
1 CO US ARMY MED RES LAB FT KNOX
1 CHF OF R&D DA ATTN CHF TECH & INDSTR LIAISON OFC
2 CG ARMY MED R&D COMD ATTN MEDDH-SR
1 U S ARMY BEHAVIORAL SCI RES LAB WASH, D.C. ATTN CRD-AIC
1 CAREER MGT BR ATTN R CETIENNE CAMERON STA ALEX VA
1 PRES ARMY ARMOR BD FT KNOX
1 PRES ARMY MAINT BD FT KNOX
2 PRES ARMY ARTY BD FT SILL
1 DPTY PRES ARMY MAT COMD BD ABERDEEN PG
15 CG USCONARC ATTN ATIT-RD-RD FT MONROE
2 CG USCONARC ATTN LIB FT MONROE
1 CO ARMY CBT DEVEL COMD MILIT POLICE AGY FT GORDON
1 US ARMY ARCTIC TEST CTR R & D OFFICE SEATTLE
1 CHF USA AD HRU FT BLISS
1 CHF USA ARMOR HRU FT KNOX
1 CHF USA AVN HRU FT RUCKER
1 CHF USA INF HRU FT BENNING
1 CHF USA TNG CTR HRU PRES OF MONTEREY
2 CG 4TH ARMORED DIV ATTN DCSOT APO NY 09326
4 CO 2D ARMORED CAV REGT APO 09696 NY
1 CO 14TH ARMORED CAV REGT APO 09026 NY
2 CG ARMY ARMOR & ARTY FIRING CTR FT STEWART ATTN AC OF S TNG OFCR
1 1ST ARMORED DIV HQ & HQ CO FT HOOD ATTN AC OF S G2
5 CO 1ST BN 63RD ARMOR 1ST INF DIV ATTN S3 FT RILEY
4 CO 1ST BN 64TH ARMOR 3RD INF DIV ATTN S3 APO NY 09031
2 CO 1ST BN 73RD ARMOR 7TH INF DIV ATTN S3 APO SAN FRAN 96207
5 CO 2ND BN 68TH ARMOR 8TH INF DIV ATTN S3 APO NY 09034
1 CO 5TH BN 33D ARMOR ATTN S3 FT KNOX
1 CO 3RD BN 37TH ARMOR 4TH ARMORED DIV ATTN S3 APO NY 09066
1 CO 2ND BN 34TH ARMOR 25TH INF DIV ATTN S3 APO SAN FRAN 96266
1 CALIF NG 40TH ARMORED DIV LOS ANGELES ATTN AC OF SG3
1 55TH COMD HQ DIV ARMY NG JACKSONVILLE FLA
1 CG HQ 27TH ARMORED DIV NY AIR NG SYRACUSE
1 TEXAS NG 49TH ARMORED DIV DALLAS
2 CG 1ST INF DIV ATTN ACOFS G3 APO SAN FRAN 96345
1 CG 3RD INF DIV ATTN ACOFS G3 APO NY 09036
3 CG 4TH INF DIV ATTN ACOFS G3 APO SAN FRAN 96262
1 CG 7TH INF DIV ATT ACOFS G2 APO SAN FRAN 96207
1 CG 8TH INF DIV ATTN ACOFS G2 APO NY 09111
1 CG 5TH INF DIV (MECH) & FT CARSON ATTN ACOFS G2 COLO
3 CG 82ND ABN INF DIV ATTN ACOFS G3 FT BRAGG
1 CO 197TH INF BRGD FT BENNING ATTN S3
1 CO 1ST BN (REINF) ATTN S3 FT MYER
1 CO HDQTRS 2ND BN 6TH US INF REGT ATTN S3 APO NY 09742
7 CO 3RD BN 6TH INF REGT ATTN S3 APO NY 09742
1 CO 171ST INF BDE ATTN S3 APO SEATTLE 98731
3 CG 25TH INF DIV APO 96225 SAN FRAN
1 CO 1ST BN 39TH INF 8TH INF DIV ATTN S3 APO NY 09034
1 CO 2ND BN 15TH INF 3RD INF DIV ATTN S3 APO NY 09026
5 CG 24TH INF DIV ATTN ACOFS G3 FT RILEY
1 CO 1ST BN (MECH) 52ND INF 198TH INF BDE ATTN S3 APO SAN FRAN 96219
4 CO 4TH BN (MECH) 54TH INF ATTN S3 FT KNOX
1 CO USA PARTIC GP USN TNG DEVICE CTR FLA
1 DA OFC OF ASST CHF OF STAFF FOR COMM-ELCT ATTN CETS-6 WASH
1 CHF MED RES PROJ ARMY HOSP US MILIT ACAD WEST POINT
1 DIR ARMY LIB PENTAGON
1 CHF OF MILIT HIST DA ATTN GEN REF BR

1 CO USA 10TH SPEC FORCES GP FT DEVENS
1 CO 24TH ARTY GP (AD) ATTN S3 RI
1 CG 31ST ARTY BDE AD ATTN S3 PA
1 CO 49TH ARTY GP AD ATTN S3 FT LAWTON
2 HQS 4TH BN 59TH ARTY REGT ATTN S3 NORFOLK
1 CO 28TH ARTY GP AD ATTN S3 SELFRIDGE AFB
1 CO 52ND ARTY BDE AD ATTN S3 FT HANCOCK
1 HQS 45TH ARTY BDE AD ATTN S3 [illegible]RL HTS ILL
1 CO 35TH ARTY BDE AD ATTN S3 FT MEADE MD
1 CG 101ST ABN DIV (AIRMOBILE) ATTN ACOFS G3 APO SAN FRAN 96383
1 CG 1ST CAV (AIRMOBILE) ATTN ACOFS G3 APO SAN FRAN 96383
1 US ARMY GEN EQUIP ATTN TECH LIB FT LEE
1 US ARMY TROPIC TEST CTR PO DRAWER 942 ATTN BEHAV SCIEN CE
8 CG III CORPS & FT HOOD ATTN G3 SEC FT HOOD
30 CO 1ST ARMORED DIV ATTN G3 SEC FT HOOD
30 CG 2D ARMORED DIV ATTN G3 SEC FT HOOD
25 CO 13TH SUPT BGDE ATTN S3 SEC FT HOOD
10 CG USAFAC ATTN G3 SEC FT SILL
20 CO III CORPS ARTY ATTN G3 SEC FT SILL
20 CG USA AD CTR ATTN G3 SEC FT BLISS
3 CG ATTN G3 SEC FT POLK LA
1 BESD ARO OFC CHF OF R&D WASH DC
1 CHF OF R&D DA ATTN SCI INFO BR RSCH SPT DIV WASH DC
2 CINC US PACIFIC FLT FPO 96614 SAN FRAN
1 CINC US ATLANTIC FLT CODE 312A USN BASE NORFOLK
1 CINC PACIFIC OPNS ANLS SECT FPO 96610 SAN FRAN
1 CDR TNG COMMAND US PACIFIC FLT SAN DIEGO
1 HEAD CLIN PSYCHOL SECT PROFESNL DIV BUR OF MED + SURG DN
5 TECH LIB PERS 11B BUR OF NAV PERS ARL ANNEX
3 DIR PERS RES DIV BUR OF NAV PERS
1 TECH LIB BUR OF SHIPS CODE 210L NAVY DEPT
1 HUMAN FACTORS BR PSYCHOL RES DIV ONR
1 ENGNR PSYCHOL BR ONR CODE 455 ATTN ASST HEAD WASH DC
3 CO + DIR NAV TNG DEVICE CTR ORLANDO ATTN TECH LIB
1 CO FLT ANTI-AIR WARFARE TNG SAN DIEGO
1 CO NUCLEAR WEAPONS TNG CTR PACIFIC U S NAV AIR STA SAN DIEGO
2 FLT ANTI-AIR WARFARE TNG CTR DAM NECK VA BEACH
2 CO FLT TNG CTR NAV BASE NEWPORT
2 CO FLT TNG CTR NORFOLK
1 CO FLEET TNG CTR U S NAV STA SAN DIEGO
1 CLIN PSYCHOL MENTAL HYGIENE UNIT US NAV ACAD ANNAPOLIS
1 PRES NAV WAR COLL NEWPORT ATTN MAHAN LIB
2 CO + DIR ATLANTIC FLT ANTI-SUB WARFARE TACTICAL SCH NORFOLK
2 CO FLT SONAR SCH KEY WEST
1 CO FLT ANTI-SUB WARFARE SCH SAN DIEGO
1 CHF OF NAV RES ATTN SPEC ASST FOR R & D
1 CHF OF NAV RES ATTN HEAD PERS + TNG BR CODE 458
1 CHF OF NAV RES ATTN HEAD GP PSYCHOL BR CODE 452
1 DIR US NAV RES LAB ATTN CODE 5120
1 DIR NAVAL RSCH ATTN LIB CODE 2029 (ONRL) WASH DC
1 CHF OF NAV AIR TNG TNG RES DEPT NAV AIR STA PENSACOLA
1 CO MED FLD RES LAB CAMP LEJEUNE
1 CDR NAV MSL CTR POINT MUGU CALIF ATTN TECH LIB CODE 3022
1 DIR AEROSPACE CREW EQUIP LAB NAV AIR ENGNR CTR PA
2 OIC NAV PERS RES ACTVY SAN DIEGO
1 NAV NEUROPSYCHIAT RES UNIT SAN DIEGO
1 DIR PERS RES LAB NAV PERS PROGRAM SUPPORT ACTIVITY WASH NAV YD
1 NAV TNG PERS CTR NAV STA NAV YD ANNEX CODE B3 ATTN LIB WASH
1 COMDT MARINE CORPS HQ MARINE CORPS ATTN CODE AO-1B
1 HQ MARINE CORPS ATTN AX
1 DIR MARINE CORPS EDUC CTR MARINE CORPS SCH QUANTICO
1 DIR MARINE CORPS INST ATTN EVAL UNIT
1 CHF OF NAV OPNS OP-01P1
1 CHF OF NAV OPNS OP-07T2
2 COMDT HQS 8TH NAV DIST ATTN EDUC ADV NEW ORLEANS
1 CHF OF NAV AIR TECH TNG NAV AIR STA MEMPHIS
1 DIR OPS EVAL GRP OFF OF CHF OF NAV OPS OPO3EG
2 COMDT PTP COAST GUARD HQ
1 CHF OFCR PERS RES + REVIEW BR COAST GUARD HQ
1 CO US COAST GUARD TNG CTR GOVERNORS ISLAND NY
1 CO US COAST GUARD TNG CTR CAPE MAY NJ
1 CO US COAST GUARD TNG CTR & SUP CTR ALAMEDA CALIF
1 CO US COAST GUARD INST OKLA CITY OKLA
1 CO US COAST GUARD RES TNG CTR YORKTOWN VA
1 SUPT US COAST GUARD ACAD NEW LONDON CONN
1 AIR TNG COMD RANDOLPH AFB ATTN ATFTM
1 TECH DIR TECH TNG DIV(HRD) AFHRL LOWRY AFB COLO
1 CHF SCI DIV DRCTE SCI + TECH DCS R+D HQ AIR FORCE AFRSTA
1 FAA DRCTE OF PLNS & OPS HQ USAF WASH DC
1 CHF OF PERS RES BR DRCTE OF CIVILIAN PERS DCS-PERS HQ AIR FORCE
1 CHF ANAL DIV (AFPDPL (R) DIR OF PERSONNEL PLANNING HQS USAF
1 AFSC-STLO (RTSAW) CO DEPT OF THE NAVY
1 HQ AFSC SCBB ANDREWS AFB
2 CDR ELEC SYS DIV L G HANSCOM FLD ATTN ESRHA BEDFORD MASS
1 HQ SAMSO (SNSIR) AF UNIT POST OFC LA AFS CALIF
2 MILIT TNG CTR OPE LACKLAND AFB
2 AFHRL (HRT) WRIGHT-PATTERSON AFB
1 AMD AMRH BROOK AFB TEXAS
1 HQS ATC DCS/TECH TNG (ATTMS) RANDOLPH AFB
2 HQS ATC (ATCTD-M) RANDOLPH AFB TEXAS
1 CDR ELEC SYS DIV LG HANSCOM FLD ATTN ESTI
1 DIR AIR U LIB MAXWELL AFB ATTN AUL3T-63-253
1 DIR OF LIB US AIR FORCE ACAD
1 COMDT DEF WPNS SYS MGT CTR AF INST OF TECH WRIGHT-PATTERSON AFB
1 COMDT ATTN LIB DEF WPNS SYS MGT CTR AF INST OF TECH WRIGHT-PAT.
1 6570TH PERS RES LAB PRA-4 AEROSPACE MED DIV LACKLAND AFB
2 AF HUMAN RESOURCES LAB NRHTO WRIGHT-PATTERSON AFB
2 CO HUMAN RESOURCES LAB BROOKS AFB
1 PSYCHOBIOLOGY PROG NATL SCI FOUND
1 DIR NATL SECUR AGY FT GEO G MEADE ATTN TDL
1 DIR NATL SECUR AGY FT GEO G MEADE ATTN DIR OF TNG
5 CIA ATTN OCR/ADD STANDARD DIST
1 SYS EVAL DIV RES DIRECTORATE DOD-OCD PENTAGON
1 DEPT OF STATE BUR OF INTEL + RES EXTERNAL RES STAFF
1 SCI INFO EXCH WASHINGTON
2 CHF MGT & GEN TNG DIV TR 200 FAA WASH DC
1 BUR OF RES & ENGR US POST OFC DEPT ATTN CHF HUMAN FACTORS BR
1 EDUC MEDIA BR OE DEPT OF HEW ATTN T D CLEMENS
1 OFC OF INTERNATL TNG PLANNING & EVAL BR AID WASH DC
1 DEPT OF TRANS FAA ACQ SEC HQ 610A WASH DC
1 SYS DEVEL CORP SANTA MONICA ATTN LIB
2 DUNLAP + ASSOC INC DARIEN ATTN LIB

2 RAC ATTN LIB MCLEAN VA
1 RAND CORP WASHINGTON ATTN LIB
1 DIR RAND CORP SANTA MONICA ATTN LIB
1 GP EFFECTIVENESS RSCH LAB U OF ILL DEPT OF PSYCHOL
1 COLUMBIA U ELEC RES LABS ATTN TECH EDITOR
1 MITRE CORP BEDFORD MASS ATTN LIB
2 U OF PGH LEARNING R+D CTR ATTN DIR
1 WESTERN ELECTRIC CO INC NY
1 HUMAN SCI RES INC MCLEAN VA
2 TECH INFO CTR ENGNR DATA SERV N AMER AVN INC COLUMBUS O
1 CHRYSLER CORP MSL DIV DETROIT ATTN TECH INFO CTR
1 RAYTHEON SERV CO ATTN LIBN BURLINGTON MASS
2 EDUC & TNG CONSULTANTS ATTN L C SILVERN LA
1 GEN DYNAMICS POMONA DIV ATTN LIB DIV CALIF
2 MARQUARDT INDSTR PROD CC CUCAMONGA CALIF
1 MGR BIOTECHNOLOGY AEROSPACE SYS DIV MS 8H-25 BOEING CO SEATTLE
1 IDA RSCH & ENG SUPT DIV ARL VA
1 HUGHES AIRCRAFT COMPANY CULVER CITY CALIF
1 DIR CTR FOR RES ON LEARNING + TEACHING U OF MICH
1 R M STOGDILL OHIO STATE UNIV
1 EDITOR TNG RES ABSTR AMER SOC OF TNG DIRS U OF TENN
1 U OF CHICAGO DEPT OF SOC
1 CTR FOR RES IN SOCIAL SYS AMER U
6 BRITISH EMBSY BRITISH DEF RES STAFF WASHINGTON
3 CANADIAN JOINT STAFF OFC OF DEF RES MEMBER WASHINGTON
3 CANADIAN ARMY STAFF WASHINGTON ATTN GS02 TNG
2 CANADIAN LIAISON OFCR ARMY ARMOR BD FT KNOX
3 ACS FOR INTEL FOREIGN LIAISON OFCR TO NORWEG MILIT ATTACHE
1 ARMY ATTACHE ROYAL SWEDISH EMBSY WASHINGTON
1 DEF RES MED LAB ONTARIO
3 AUSTRALIAN NAV ATTACHE EMBSY OF AUSTRALIA WASH DC
1 OFC OF AIR ATTACHE AUSTRALIAN EMBSY ATTN: T.A. NAVGN WASH, D.C.
2 AUSTRALIAN EMBSY OFC OF MILIT ATTACHE WASHINGTON
1 U OF SHEFFIELD DEPT OF PSYCHOL
1 MENNINGER FOUNDATION TOPEKA
2 AMER INST FOR RES SILVER SPRING
1 AMER INST FOR RES PGH ATTN LIBN
1 DIR PRIVATE LAB UNIV OF WIS MADISON
1 COLUMBIA U SCH OF BUS
1 AMER TEL+TEL CO NY
1 DR GEORGE T HAUTY CHMN DEPT OF PSYCHOL U OF DEL
1 GEN ELECTRIC CO SANTA BARBARA ATTN LIB
1 VITRO LABS SILVER SPRING MD ATTN LIBN
1 HEAD DEPT OF PSYCHOL UNIV OF SC COLUMBIA
1 TVA ATTN CHF LABOR RELATIONS BR DIV OF PERS KNOXVILLE
1 U OF GEORGIA DEPT OF PSYCHOL
1 U OF UTAH DEPT OF PSYCHOL
1 GE CO WASH D C
1 AMER INST FOR RES PALC ALTO CALIF
1 MICH STATE U COLL OF SOC SCI
1 N MEX STATE U ATTN PROF OF PSYCHOL
1 ROWLAND + CO HADDONFIELD NJ ATTN PRES
1 OHIO STATE U SCH OF AVN
1 AIRCRAFT ARMAMENTS INC COCKEYSVILLE MD
2 OREGON STATE U DEPT OF MILIT SCI ATTN ADJ
1 TUFTS U HUMAN ENGNR INFC + ANLS PROJ
1 AMER PSYCHOL ASSOC WASHINGTON ATTN PSYCHOL ABSTR
1 NO ILL U HEAD DEPT OF PSYCHOL
1 AMER BEHAV SCI CALIF
2 DIR INSTR RESOURCES STATE COLL ST CLOUD MINN
1 COLL OF WM + MARY SCH OF EDUC
1 SO ILLINOIS U DEPT OF PSYCHOL
2 COMMUNICABLE DISEASE CTR DEVEL + CONSULTATION SERV SECT ATLANTA
2 WASH MILITARY SYS DIV BETHESDA MD
1 NORTHWESTERN U DEPT OF INDSTR ENGNR
1 HONEYWELL ORD STA MAIL STA 806 MINN
1 NY STATE EDUC DEPT ABSTRACT EDITOR AVCR
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1 DR L T RACER CHMN DEPT OF ELEC ENGNR U OF VA
1 CHF PROCESSING DIV DUKE U LIB
1 U OF CALIF GEN LIB DOCU DEPT
1 FLORIDA STATE U LIB GIFTS + EXCH
1 PSYCHOL LIB HARVARD UNIV CAMBRIDGE
1 U OF ILL LIB SER DEPT
2 U OF KANSAS LIB PERIODICAL DEPT
1 U OF NEBRASKA LIBS ACQ DEPT
1 OHIO STATE U LIBS GIFT + EXCH DIV
1 PENNA STATE U PATTEE LIB DOCU DESK
1 PURDUE U LIBS PERIODICALS CHECKING FILES
1 STANFORD U LIBS DOCU LIB
1 LIBN U OF TEXAS
1 SYRACUSE U LIB SER DIV
1 SERIALS REC UNIV OF MINN MINNEAPOLIS
1 STATE U OF IOWA LIBS SER ACQ
1 NO CAROLINA STATE COLL DH HILL LIB
2 BOSTON U LIBS ACQ DIV
1 U OF MICH LIBS SER DIV
1 BROWN U LIB
2 COLUMBIA U LIBS DOCU ACQ
1 DIR JOINT U LIBS NASHVILLE
2 LIB GEO WASH UNIV ATTN SPEC COLL DEPT WASH DC
2 LIB OF CONGRESS CHF OF EXCH + GIFT DIV
1 U OF PGH DOCU LIBN
1 CATHOLIC U LIB EDUC & PSYCHOL LIB WASH DC
1 U OF KY MARGARET I KING LIB
1 SO ILL U ATTN LIBN SER DEPT
1 KANSAS STATE U FARRELL LIB
1 BRIGHAM YOUNG U LIB SER SECT
1 U OF LOUISVILLE LIB BELKNAP CAMPUS
1 COMDT EACH ARMY SCHOOL
1 DOI EACH ARMY SCHOOL

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